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## Foreword by District Mayor



Amajuba District Municipality as part of local government in the Northern part of the Province of KwaZulu-Natal, we honour and aim to live to our values of integrity, accountability, commitment and effectiveness, while our vision is to make ADM to be a leading and pioneering District characterized by sustainable development and quality service.

The national and provincial government has tabled their plans, now it's our turn, to take a lead from them context of the transformation agenda in our country.

**“The year of Nelson Rolihlahla Mandela: towards full  
realisation of our freedom through radical socio-  
economic transformation”**

During his inauguration on 10 May 1994, Madiba outlined his vision for South Africa. He said:

“We enter into a covenant that we shall build the society in which all South Africans, both black and white, will be able to walk tall, without any fear in their hearts, assured of their inalienable right to human dignity — a rainbow nation at peace with itself and the world.”

*“Singena kulesisivumelwano esinikeza isiqiniseko sokuthi, sizokwakha izwe lethu - SA lapho abamnyama nabamhlophe bezohamba ngokuziqhenya ezweni labo bengesabi lutho benesiqiniseko sokuthi bangumsinsi wokuzimilela beyizinhloka ezehlukeneyo zinokuthula kwingaphakathi labo nasemhlabeni wonke jikelele.”*

As part of our values and vision, we want to state again that our government is having a continued contract with our people and we commit ourselves that we will not fail them at all, we are committed to rural development, we are still committed to clean governance, but we are still committed to work closely with our communities in order to push back the frontiers of poverty. Our people trust that we can provide them with clean, safe water and sanitation and all the basic needs of our people.

As we move forward our people will be with us, they will never regret the trust they have placed to the current leadership, accountability and public participation will be our middle name. Going forward we hope and believe that no matter how big the financial constraints, we want to make it clear that the little resources we have, we will use it optimally and we value the service we offer and it must always be costs effective.

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Hon Mayor

Cllr Dr M.G Ngubane

## Overview by Municipal Manager



The Amajuba District Municipality's Integrated Development Plan (IDP) serves as an enabling instrument for mutual accountability in the agreed priorities and allocation of resources to contribute to the long and short-term development of the Municipality. Integrated Development Plans are the most important mechanisms available to government to transform the structural differences in our previously divided society. Integrated development planning is a process by which the planning efforts of different spheres and sectors of government and other institutions are coordinated at local government level.

The IDP brings together various economic, social, environmental, legal, infrastructural and spatial aspects of a problem or plan. The role of the parastatals and private sectors also feature in this planning process that assists us to know what has to be done. It is worth mentioning that this exercise is not casual or optional. It is derived from the laws of the Republic. So, once adopted it becomes our point of departure in everything that is done during the period for which it has been developed.

In keeping with Chapter five (5) of the Municipal Systems Act (No. 32 of 2000), the Municipal Council that was elected on the 03<sup>rd</sup> of August 2016, is required to "adopt a single, inclusive and strategic plan for the development of the municipality" and the area in general. This piece of legislation goes further to provide a framework provides a guide on what should form part of the IDP and the process involved thereto. For example, the governance and administration, developmental issues, the role and responsibilities of the municipality, national and provincial sector departments, state owned enterprises, civil society, business and all community or societal formations.

I would want to extend my humblest and deepest appreciation to the Community of Amajuba District, Municipal council and the Political leadership of Amajuba District Municipality for their continued support to myself as the Acting Municipal Manager and the staff at large. It is your support that keeps us going and energized to execute our functions. Specific to the development of the 2017/2018 IDP of Amajuba District Municipality's Integrated Development Plan are the following critical issues:

- ✓ The setting of a vision, mission and values that will be shared and serve as the rallying point for the general populace of the district;
- ✓ That the vision, mission, strategic objectives and strategies are in sync with the national developmental objectives as enshrined in the National Development Plan (NDP), the KwaZulu Natal Growth and Provincial Development Strategy (PGDS), Spatial Planning and Land Use Management Act (SPLUMA) and other national and provincial legislative and developmental imperatives;

- ✓ To ensure that the IDP as approved by Council as prescribed by the Municipal Systems Act (2000) is credible, MSCOA Compliant and developmental in nature and form;
- ✓ That the vision, mission, strategic objectives and strategies are in sync with the national developmental objectives as enshrined in the National Development Plan (NDP), the KwaZulu Natal Growth and Provincial Development Strategy (PGDS), Spatial Planning and Land Use Management Act (SPLUMA) and other national and provincial legislative and developmental imperatives;
- ✓ That this review of the 4<sup>th</sup> generation of the IDP (2017/18-2021/22), a reflection is made on the commitment of the municipality on the radical transformation of the socio-economic and environmental fabric of the greater Amajuba District Municipality and its people;
- ✓ The development and adoption of implementable, timebound and resourced programmes and projects that will help with the realization of the developmental goals of the municipality;
- ✓ That the IDP of the district serves as a truly coordination centre for the development of the district thereby reflecting on the developmental trajectory of the whole district. This to include the inclusion and alignment of the developmental imperatives of the local municipalities, national and provincial sector departments' sector plans; and those of state owned enterprises.

As management and staff of Amajuba District Municipality, we are committed at working hard at providing the necessary technical support to the leadership in ensuring that the developmental and strategic objectives of the municipality are realized. As part of the movement forward, we will ensure that, together with the leadership, we will continue to implement the Financial Recovery Plan which also contains the cost curtailment measures. This is aimed at ensuring that the revenue of the municipality is enhanced and strict focus is dedicated to the core business of the municipality; which is service delivery.

I further wish to thank all the officials and Councillors involved in preparing this IDP document. I extend a special word of thanks to the Mayor, and the Council in its entirety for providing strategic direction to keep us focused and their commitment towards the IDP process and towards building a better future for the Amajuba District Municipality, and especially every resident of Amajuba District who constructively engage and help make a difference.

Lastly, the municipality will strengthen its planning and performance management system thereby ensuring that the reporting and accountability is focused on targets as contained in the approved Service Delivery and Budget Implementation Plan for each Financial Year. As the Hon Mayor always says; "Amajuba District Municipality will never be the same again".

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**Mr S.R. Zwane**  
**Municipal Manager**

## 1. Executive Summary

### 1.1. Introduction

Integrated Development Planning is a process through which a Municipality, its constituencies, various service providers, interested and affected parties come together to identify development needs, outline clear objectives and strategies which serve to guide the allocation and management of resources within the Municipal's jurisdictional area. From this planning process emanates the Municipal Integrated Development Plan (IDP), with the main objective being improved coordination and integration of planning, budgeting and development within a Municipal area.

This Medium-Term (IDP 2018/19) budgeting, decision-making, strategic planning and development tool is used by the Municipality to fulfil its role of 'developmental local governance.' Central to this are the overarching objectives and strategies encapsulated in the plan, which guides the Municipality in the realm of the following:

- Municipal Budgeting;
- Institutional restructuring to realize the strategic intent of the plan;
- Integrating various development sectors such as Infrastructure, Land Use, Agriculture with Socio-economic and Ecological dimensions; and
- Performance Management System.

This document therefore represents the Integrated Development Plan 2018/19 as prepared by the Amajuba District Municipality (ADM as part of its 2017/18 IDP Review process).

It is prepared in fulfilment of the Municipality's legal obligation in terms of Section 34 of the Local Government: Municipal Systems Act, 2000 (MSA Act 32 of 2000). In addition to the legal requirement for every Municipality to compile an Integrated Development Plan, the Municipal Systems Act, Act 32 of 2000 (MSA) also requires that:

- The IDP be implemented;
- The Municipality monitors the implementation of the IDP;
- The Municipality evaluates its performance regarding the IDP's implementation; and
- The IDP is reviewed annually to effect improvements where necessary.

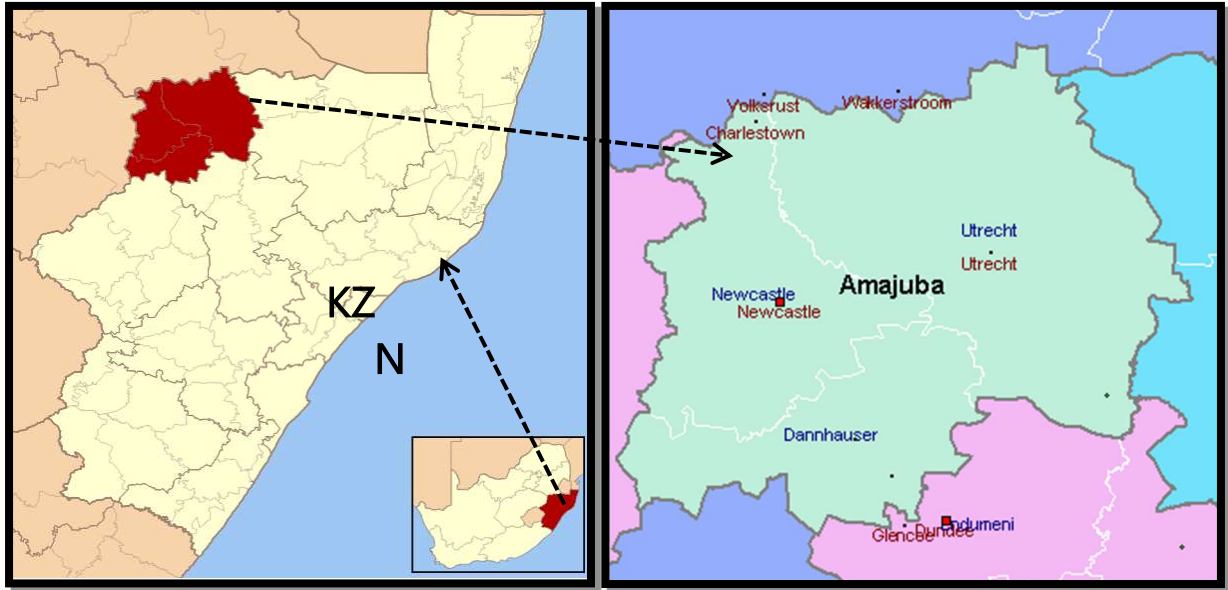
### 1.2. Geographic Location

Amajuba District Municipality is demarcated as DC 25 as per the Municipal Demarcation Board, and is one of the ten (10) District Municipalities and one (1) Metro that constitute Kwa-Zulu Natal Province. Amajuba District is a Category C Municipality which is made up of three local municipalities namely:

- Newcastle Local Municipality (KZN 252);
- Dannhauser Local Municipality (KZN 253); and
- Emadlangeni Local Municipality (KZN 254).



Map 1: Spatial Locality of ADM



Source: ADM GIS

### 1.2.1 LOCALITY

Amajuba District Municipality (ADM) is located to the north-western corner of the KwaZulu- Natal Province. It comprises of Newcastle, Emadlangeni and Dannhauser local municipalities. The main transportation route linking the district to its surroundings, is the N11. This is also an alternative route to Johannesburg from Durban. The R34 bisects the district in an east-west direction and provides a linkage from the port city of Richards Bay to the interior. The district has a total surface area of 6 910 km<sup>2</sup>, it is divided into Newcastle Municipality which covers 1855 km<sup>2</sup>, Emadlangeni Municipality which has a surface area of 3539 km<sup>2</sup> and Dannhauser Municipality which covers 1516 km<sup>2</sup>.

### 1.2.2 REGIONAL ACCESS

The geographic location of Amajuba District Municipality along the border of KwaZulu-Natal, Free-State and Mpumalanga Provinces establishes the area as gateway (entry and exit) point to these provinces. The main transportation routes linking the District to its surroundings includes the N11 which is the alternative route to Johannesburg from Durban, and the rail line which is the main line from the Durban harbour to Gauteng. The R34 also bisects the District in an east-west direction and provides a linkage from the port city of Richard Bay to the interior. The P483 provincial road forms the major access road from Newcastle to Madadeni, Osizweni and Utrecht all located to the east of Newcastle.

### 1.2.3 REGIONAL CONTEXT

Amajuba is administratively located within KwaZulu-Natal, it is geographically positioned within the space economy of three other provinces which are Free-State, Mpumalanga and Gauteng. This is due to its proximity in relation to the economic trading hubs of these provinces. The distance from the

Amajuba to the major economic hubs within these provinces indicates that it is 144km away from Harrismith (Free-State), 152km from Ermelo (Mpumalanga), 259km from Pietermaritzburg (KwaZulu-Natal), 291km from Johannesburg (Gauteng) and 339km from Durban (KwaZulu-Natal).

The position and role of the Amajuba in the regional space economy is tightly interlinked with these three provinces since the areas have strong functional linkages. The challenge is to ensure that the area benefit from trading and undertaking commerce activities with these economic hubs as opposed to being a peri-pher to the economy of these regions.

#### 1.2.4 HISTORICAL BACKGROUND

**Newcastle** was deeply involved in the Anglo-Boer War, and today is the largest town in northern KwaZulu-Natal. Newcastle was the fourth town founded in 'Natal' and featured prominently in the Transvaal's First War of Independence, and is where the penultimate battle was fought, at Schuinshoogte in 1881. Newcastle also featured prominently in the Anglo-Boer War and featured in both the Boer and English defences.

**Dannhauser** local municipality is named after Renier Dannhauser, a German settler who in 1872 purchased four farms in the area from the then owner, the Natal government. Dannhauser is a town that was based on coal mining and was laid out in 1870, it was proclaimed a village in 1937.

**Emadlangeni** Local Municipality until recently, the municipality was known as Utrecht. Its history started in 1852 when Voortrekker settlers traded 100 head of cattle with the Zulu King Mpande for grazing rights in Zululand. The settlers then claimed the land as their own and formed the Republic of Utrecht in 1854.

### 1.3. Municipal Challenges and Priorities

In view of the changing environment (social and economic) its important that family of municipalities conducts an evaluation on its challenges in order to plan effectively. The challenges identified below can be a result of both internal and external factors. The key challenges below have been categorised per Key Performance Area:

Table 1: Summary on key challenges

	Key Challenges
<b>Municipal Transformation and Institutional Development</b>	<ul style="list-style-type: none"> <li>• Skills development</li> <li>• Retention of employees with scarce skills</li> <li>• Retention of institutional skills</li> <li>• Filling of vacant positions</li> <li>• Institutional procedures and systems</li> <li>• ICT Infrastructure</li> </ul>
<b>Basic Service Delivery</b>	<ul style="list-style-type: none"> <li>• Replacement of ageing infrastructure</li> <li>• Maintenance of infrastructure</li> <li>• Water conservation and water loss management</li> <li>• Institutional procedures and systems</li> </ul>



<b>Local Economic Development</b>	<ul style="list-style-type: none"> <li>Addressing service backlogs (NDH and ELM)</li> <li>Disbanding of uThukela Water</li> <li>Limited human resources</li> </ul>
	<ul style="list-style-type: none"> <li>High levels of unemployment</li> <li>Low investor moral</li> <li>Decline of GVA in key economic sectors</li> <li>Labour policies regulating wage resulting in retrenchment</li> <li>Regulation of informal market</li> <li>Limited financial resources</li> <li>Support for SMME and Cooperatives</li> </ul>
<b>Financial Viability and Management</b>	<ul style="list-style-type: none"> <li>No income generated from serviced rural areas</li> <li>Low billing</li> <li>Dependence on grant funding</li> <li>High indigent ratio</li> <li>Inherited loans</li> </ul>
<b>Good Governance and Public Participation</b>	<ul style="list-style-type: none"> <li>IGR Structures not fully functional</li> <li>Achieving Clean Audit</li> <li>Cooperation within the family of municipalities</li> <li>Cooperation with sector departments</li> <li>Socio-political factors</li> <li>Outdated sector plans</li> </ul>
<b>Cross-Cutting issues</b>	<ul style="list-style-type: none"> <li>Capacity constraints within the Environmental unit</li> <li>Enforcement of environmental policies and bylaws</li> <li>Poor understanding on land use and management</li> <li>Climate change</li> <li>Limited resources for Disaster Management</li> <li>Outdated and non-existence plans</li> <li>Waste Management</li> <li>SPLUMA Compliance</li> <li>Shared services</li> </ul>

### 1.3.1 SUMMARY OF DEVELOPMENT STRATEGIC OBJECTIVES

The development strategy objectives identified are to assist where adopted at the Strategic Session and adopted by the Council in order to realise its vision and mission.

Key Performance Area	Strategic Objectives
Basic Service Delivery	<ul style="list-style-type: none"> <li>To ensure access to basic water and sanitation to community members within Amajuba district</li> <li>To coordinate provision of basic community infrastructure and services as per acceptable norms and standards.</li> </ul>
Municipal Financial Viability and Management	<ul style="list-style-type: none"> <li>To achieve effective financial management.</li> <li>Coordination and implementation of the Financial Recovery Plan</li> </ul>

Key Performance Area	Strategic Objectives
Local Economic Development	<ul style="list-style-type: none"> <li>To facilitate, encourage and support the development of an enabling environment for LED.</li> </ul>
	<ul style="list-style-type: none"> <li>To facilitate strategic relations that will unlock economic opportunities</li> </ul>
Municipal Institutional Transformation and Development	<ul style="list-style-type: none"> <li>To ensure progressive compliance with institutional and governance requirements.</li> <li>To achieve sound governance, management, administration and equity within Amajuba district in line with organised local government guidelines.</li> </ul>
Good Governance and Public Participation	<ul style="list-style-type: none"> <li>To improve service delivery through implementation of Batho Pele principles.</li> <li>To ensure social cohesion and development within Amajuba district.</li> <li>To promote public participation through stakeholder mobilization.</li> <li>To achieve sound governance, management, administration and equity within Amajuba district in line with organised local government guidelines.</li> <li>To ensure progressive compliance with institutional and governance requirements.</li> </ul>
Cross Cutting - Spatial Planning and Environmental Management.	<ul style="list-style-type: none"> <li>To facilitate and encourage Land Use Management and geographic information systems.</li> <li>To promote the development of a safe and healthy environment in line with the applicable legislation</li> </ul>

### 1.3.2 STRATEGIES TO RESOLVING KEY CHALLENGES AND IDENTIFYING PRIORITIES

In identifying key challenges faced by the municipality it is important to also identify actions that can assist the municipality in resolving its challenges. Below is are strategies that will be used in addressing key challenges:

#### **Municipal Transformation and Institutional Development**

- The municipality is committed to providing quality services for all its clients, hence the municipality will continuously source funding aimed at improving skills of its staff members;
- The Municipality will continuously improve on policies and strategies in the retention of staff, upgrading of systems and adhere to all Human Resource legislation applicable.

#### **Basic Service Delivery**

- As a WSA for the Utrecht and Dannhauser areas, the municipality is committed to providing quality services as such, the municipality will continue working with the Department of Water Affairs in fulfilling its mandate in the provision of basic services (Water and Sanitation) in line with applicable legislation;
- The municipality will continue to implement its WSDP.

#### **Local Economic Development**

- As a sphere of government, it is a role of the ADM family of municipality to create an enabling environment for job creation, as such the municipality will maintain its role in bridging the gap between the community and key stakeholders;
- The family of municipalities will continue to facilitate and co-ordinate programmes with key stakeholders to meet the needs of the people;
- The family of municipalities will continuously provide guidance and support for SMMEs, cooperatives and other emerging entrepreneurs;
- The family of municipalities will review its strategies and policies to respond to the needs of the community in line with legislative requirements and source necessary funds to support projects and programmes.
- The family of municipalities is committed in maximising potential of identified Spatial Development Zones, Industrial Development Zones, manufacturing and agriculture.

#### **Financial Viability and Management**

- The ADM will ensure that it generates revenue through the implementation of its policies and regulate expenditure through cost curtailment measures.
- The ADM will regulate spending through applicable legislation and policies to ensure that funds are managed and utilized in a transparent manner.

#### **Good Governance and Public Participation**

- The municipality will continue engaging the community as set out in the MSA 32 of 2000 Chapter 4;
- The municipality will conduct its affairs in a transparent manner by using public resources responsibly and remaining accountable to the community it serves;
- The Municipality will continuously strive to improve its IGR structures by communicating with all stakeholders.

#### **Cross-Cutting Issues**

- The municipality will continue to educate its communities around issues spatial and environmental issues specifically on land use and climate change;

#### **1.3.3 PRIORITIES**

Priorities of the ADM are embedded strongly in the provision of water and sanitation as it is a Water Service Authority for Emadlangeni and Dannhauser Local Municipality respectively. The municipality is also vested in the programmes aimed at upliftment of the communities within the jurisdiction of

the ADM in partnership with sector departments. Below is a table that outlines priorities of the ADM:

**Table 2: Municipal Priorities**

Key Priorities	
<b>Municipal Transformation and Institutional Development</b>	<ul style="list-style-type: none"> <li>• Municipal planning</li> <li>• Skills development</li> </ul>
<b>Basic Service Delivery</b>	<ul style="list-style-type: none"> <li>• Integrated Service Delivery</li> <li>• Provision of quality water and sanitation</li> </ul>
<b>Local Economic Development</b>	<ul style="list-style-type: none"> <li>• Economic Development</li> </ul>
<b>Financial Viability and Management</b>	<ul style="list-style-type: none"> <li>• Clean Audit</li> <li>• Revenue enhancement</li> <li>• Risk and fraud reduction</li> </ul>
<b>Good Governance and Public Participation</b>	<ul style="list-style-type: none"> <li>• Institutional governance</li> <li>• Public participation</li> <li>• Social facilitation and development</li> </ul>
<b>Cross-Cutting issues</b>	<ul style="list-style-type: none"> <li>• Spatial management and equity</li> <li>• Disaster management</li> <li>• Environmental management</li> <li>• Air quality management</li> </ul>

## 1.4. Municipal Strategic Strategies

2017/2018 - 2021/2022 MUNICIPAL STRATEGIES									
IDP NO	NATIONAL KPA	NATIONAL PRIORITIES (NDP)	PROVINCIAL PRIORITIES (PGDS)	DISTRICT PRIORITY	STRATEGIC OBJECTIVES	STRATEGY	PROJECT SEGMENT	FUNCTION SEGMENT	REGION SEGMENT
FIN2	Municipal Institutional Development and Transformation	Fight corruption	Governance and Policy	Institutional Governance	To ensure progressive compliance with institutional and governance requirements.	Integrated Management Reporting	Operational/Municipal Running Cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Asset Management/Budget and Treasury Office/Finance/Supply Chain Management	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
FIN3	Municipal Financial Viability and Management	Fight corruption	Governance and Policy	Institutional Governance	To achieve effective financial management.	Manage the municipality within the budgetary and policy frameworks of the municipality	Operational/Municipal Running Cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Asset Management/Budget and Treasury Office/Finance/Supply Chain Management	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
FIN4	Municipal Financial Viability and Management	Fight corruption	Governance and Policy	Institutional Governance	To achieve effective financial management.	Full Compliance with Chapter 11 of the MFMA (SCM)	Operational/Municipal Running Cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Asset Management/Budget and Treasury Office/Finance/Supply Chain Management	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
FIN5	Good Governance and Public Participation	Inclusive planning	Governance and Policy	Municipal Planning	To promote public participation through stakeholder mobilization.	Review process of Budget and Budget related policies	Operational/Municipal Running Cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Asset Management/Budget and Treasury Office/Finance/Supply Chain Management	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district

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2017/2018 - 2021/2022 MUNICIPAL STRATEGIES									
IDP NO	NATIONAL KPA	NATIONAL PRIORITIES (NDP)	PROVINCIAL PRIORITIES (PGDS)	DISTRICT PRIORITY	STRATEGIC OBJECTIVES	STRATEGY	PROJECT SEGMENT	FUCTION SEGMENT	REGION SEGMENT
FIN6	Municipal Financial Viability and Management	Fight corruption	Governance and Policy	Institutional Governance	To achieve effective financial management.	Municipal asset management	Operational/Municipal Running Cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Asset Management/Budget and Treasury Office/Finance/Supply Chain Management	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
FIN7	Municipal Institutional Development and Transformation	Fight corruption	Governance and Policy	Municipal Planning	To ensure progressive compliance with institutional and governance requirements	Undertake developmental business planning and streamline business processes to meet with all statutory requirements	Operational/Municipal Running Cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Asset Management/Budget and Treasury Office/Finance/Supply Chain Management	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
FIN8	Municipal Institutional Development and Transformation	Fight corruption	Governance and Policy	Institutional Governance	To achieve Clean Audit.	Ensure that the municipality's financial management is based on accounting information that is correct, accurate and useful.	Operational/Municipal Running Cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Asset Management/Budget and Treasury Office/Finance/Supply Chain Management	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
FIN9	Municipal Institutional Development and Transformation	Fight corruption	Governance and Policy	Institutional Governance	To achieve Clean Audit.	Ensure application of GRAP to achieve results in financial statements that convey what is generally	Operational/Municipal Running Cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Asset Management/Budget and Treasury Office/Finance/Supply Chain Management	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district

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2017/2018 - 2021/2022 MUNICIPAL STRATEGIES									
IDP NO	NATIONAL KPA	NATIONAL PRIORITIES (NDP)	PROVINCIAL PRIORITIES (PGDS)	DISTRICT PRIORITY	STRATEGIC OBJECTIVES	STRATEGY	PROJECT SEGMENT	FUNCTION SEGMENT	REGION SEGMENT
						understood as a fair presentation of such information. (paragraph 63 of the Framework for the Preparation and Presentation of Annual Financial Statements).			
P&D1	Municipal Institutional Development and Transformation	Expand infrastructure	Strategic Infrastructure	Integrated Service Delivery	To achieve sound governance, management, administration and equity as per local government guidelines	To use Information Technology to support the municipality in achieving its goals and objectives.	Operational/Municipal Running Cost	Finance & Administration/Core Function/Information Technology: Planning and Development/Core Function/Economic Development and Planning: Planning and Development/Core Function/Support to local Municipalities	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
P&D2	Local Economic Development	Create Jobs	Job Creation	Economic Development	To facilitate, coordinate, encourage and support the development of an enabling environment for LED and job creation	Implementation of the strategic thrusts contained in the LED Strategy	Operational/Typical Work Streams/Local Economic Development/Project Implementation	Planning and Development/Core Function/Economic Development and Planning: Planning and Development/Core Function/Support to local Municipalities/Development Facilitation	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district

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IDP NO	NATIONAL KPA	NATIONAL PRIORITIES (NDP)	PROVINCIAL PRIORITIES (PGDS)	DISTRICT PRIORITY	STRATEGIC OBJECTIVES	STRATEGY	PROJECT SEGMENT	FUNCTION SEGMENT	REGION SEGMENT
P&D3	Local Economic Development	Create Jobs	Job Creation	Economic Development	To facilitate, coordinate, encourage and support the development of an enabling environment for LED and job creation	Alignment of tourism development with LED aimed at enhancing economic development.	Operational/Typical Work Streams/Local Economic Development/Project Implementation	Planning and Development/Core Function/Economic Development and Planning: Planning and Development/Core Function/Support to local Municipalities/Development Facilitation	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
P&D4	Good Governance and Public Participation	Inclusive planning	Governance and Policy	Integrated Service Delivery	To ensure progressive compliance with institutional and governance requirements.	Governance, Policy and Municipal Planning	Operational/Typical Work Streams/Strategic Management and Governance/IDP Planning and Revision	Planning and Development/Core Function/Economic Development and Planning: Planning and Development/Core Function/Support to local Municipalities/Development Facilitation	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
P&D5	Good Governance and Public Participation	Inclusive planning	Governance and Policy	Institutional Governance	To ensure progressive compliance with institutional and governance requirements.	Governance, Policy and Municipal Planning	Operational/Typical Work Streams/Strategic Management and Governance/IDP Planning and Revision	Planning and Development/Core Function/Economic Development and Planning: Planning and Development/Core Function/Support to local Municipalities/Development Facilitation	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
P&D6	Spatial Planning and Environmental Management	Inclusive planning	Spatial Equity	Municipal Planning	To facilitate & coordinate spatial development.	Development of a Spatial Development Framework guiding Land Use Management.	Operational/Typical Work Streams/Spatial Planning	Planning and Development/Core Function/Economic Development and Planning: Planning and Development/Core Function/Support to local	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district



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IDP NO	NATIONAL KPA	NATIONAL PRIORITIES (NDP)	PROVINCIAL PRIORITIES (PGDS)	DISTRICT PRIORITY	STRATEGIC OBJECTIVES	STRATEGY	PROJECT SEGMENT	FUNCTION SEGMENT	REGION SEGMENT
								Municipalities/Development Facilitation	
P&D7	Spatial Planning and Environmental Management	Inclusive planning	Spatial Equity	Municipal Planning	To facilitate & coordinate spatial development.	Production & maintenance of reliable spatial information utilizing Geographic Information Systems.	Operational/Typical Work Streams/Spatial Planning	Planning and Development/Core Function/Economic Development and Planning: Planning and Development/Core Function/Support to local Municipalities/Development Facilitation	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
P&D8	Spatial Planning and Environmental Management	Use resources properly (Low-Carbon Energy)	Respond to Climate change	Environmental Management	To promote the development of a safe and healthy environment in line with applicable legislation.	Enforce prescribed Environmental Management legislation	Operational/Typical Workstreams///Environmental/Development of Standards to set Municipal Bylaws	Planning and Development/Core Function/Economic Development and Planning: Planning and Development/Core Function/Support to local Municipalities/Development Facilitation	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
P&D9	Spatial Planning and Environmental Management	Use resources properly (Low-Carbon Energy)	Respond to Climate change	Environmental Management	To promote the development of a safe and healthy environment in line with applicable legislation.	Enforce Environmental Management and Air quality legislation	Operational/Typical Workstreams///Environmental/Air Quality Management	Planning and Development/Core Function/Economic Development and Planning: Planning and Development/Core Function/Support to local Municipalities/Development Facilitation	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district

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2017/2018 - 2021/2022 MUNICIPAL STRATEGIES									
IDP NO	NATIONAL KPA	NATIONAL PRIORITIES (NDP)	PROVINCIAL PRIORITIES (PGDS)	DISTRICT PRIORITY	STRATEGIC OBJECTIVES	STRATEGY	PROJECT SEGMENT	FUNCTION SEGMENT	REGION SEGMENT
COM1	Municipal Institutional Development and Transformation	Fight corruption	Governance and Policy	Municipal Planning	To ensure progressive compliance with institutional and governance requirements by 2020	Undertake developmental business planning and streamline business processes to meet with all statutory requirements	Operational/Typical Work Streams/Strategic Management and Governance/Administrative Strategy and Planning	Finance and Administration/Core Function/Administrative and Cooperate Support/Asset Management/Budget and Treasury Office/Finance/Supply Chain Management	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
COM2	Municipal Financial Viability and Management	Fight corruption	Governance and Policy	Institutional Governance	To achieve effective financial management.	Manage the department within the budgetary and policy frameworks of the municipality	Operational/Typical Work Streams/Strategic Management and Governance/Administrative Strategy and Planning	Finance and Administration/Core Function/Administrative and Cooperate Support/Asset Management/Budget and Treasury Office/Finance/Supply Chain Management	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
COM3	Basic Service Delivery	Expand infrastructure	Strategic Infrastructure	Integrated Service Delivery	To coordinate provision of basic community infrastructure and services as per acceptable norms and standards	Functionality of District Disaster Management Centre	Operational/Typical Work Streams/Emergency and Disaster Management/Disaster Management	Community and Social Services/Core Function/Population Development/Disaster Management	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
COM4	Basic Service Delivery	Expand infrastructure	Strategic Infrastructure	Integrated Service Delivery	To ensure progressive compliance with institutional and governance requirements	Establish and maintain a fully functional disaster management services	Operational/Typical Work Streams/Emergency and Disaster Management/Disaster Management	Community and Social Services/Core Function/Population Development/Disaster Management	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district

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IDP NO	NATIONAL KPA	NATIONAL PRIORITIES (NDP)	PROVINCIAL PRIORITIES (PGDS)	DISTRICT PRIORITY	STRATEGIC OBJECTIVES	STRATEGY	PROJECT SEGMENT	FUNCTION SEGMENT	REGION SEGMENT
COM 5	Good Governance and Public Participation	Quality health care	Human and Community Development	Social Facilitation and Development	To ensure social cohesion and development within Amajuba district	Facilitate the implementation of the HIV & AIDS plan	Operational/Typical Work Streams/Community Development	Community and Social Services/Core Function/Population Development/Disaster Management	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
COM6	Good Governance and Public Participation	Unite the nation	Human and Community Development	Social Facilitation and Development	To ensure social cohesion and development within Amajuba district	Facilitate programs that promote the rights of women, senior citizens, children and the disabled	Operational/Typical Work Streams/Community Development	Community and Social Services/Core Function/Population Development/Disaster Management	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
COM7	Good Governance and Public Participation	Unite the nation	Human and Community Development	Social Facilitation and Development	To ensure social cohesion and development within Amajuba district	Facilitate arts and culture activities /programs in the Amajuba District	Operational/Typical Work Streams/Community Development	Community and Social Services/Core Function/Population Development/Disaster Management	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
COM8	Local Economic Development	Create Jobs	Job Creation	Economic Development	To facilitate, encourage and support the development of an enabling environment for LED and job creation.	Create an enabling environment for job creation	Operational/Typical Work Streams/Local Economic Development/Project Implementation	Planning and Development/Core Function/Economic Development and Planning: Planning and Development/Core Function/Support to local Municipalities/Development Facilitation	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district

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2017/2018 - 2021/2022 MUNICIPAL STRATEGIES									
IDP NO	NATIONAL KPA	NATIONAL PRIORITIES (NDP)	PROVINCIAL PRIORITIES (PGDS)	DISTRICT PRIORITY	STRATEGIC OBJECTIVES	STRATEGY	PROJECT SEGMENT	FUNCTION SEGMENT	REGION SEGMENT
COM9	Basic Service Delivery	Quality health care	Governance and Policy	Environmental management	To promote the development of a safe and healthy environment in line with applicable legislation	Enforce and implement MHS policies and regulations	Operational/Typical Work Streams/Health and Welfare/Municipal Health Services	Health/Core Function/Health Services	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
COM10	Good Governance and Public Participation	Build a capable state	Human and Community Development	Social Facilitation and Development	To improve service delivery through implementation of Batho Pele principles.	Monitor the functionality of the Thusong Service Centre	Operational/Typical Work Streams/Municipal Properties	Community and Social Services/Core Function/Population Development/Disaster Management	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
COM11	Good Governance and Public Participation	Unite the nation	Human and Community Development	Social Facilitation and Development	To ensure social cohesion and development within Amajuba district	Facilitate the promotion of sport codes in identified areas and youth empowerment programs	Operational/Typical Work Streams/Community Development	Community and Social Services/Core Function/Population Development/Disaster Management	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
COR1	Municipal Institutional Development and Transformation	Inclusive planning	Governance and Policy	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organized local government guidelines	Implementation of appropriate municipal governance and administration processes & systems and functionality thereof.	Operational/Municipal Running cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Human Resources: Legal Services: Fleet Management: Security Services	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district

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IDP NO	NATIONAL KPA	NATIONAL PRIORITIES (NDP)	PROVINCIAL PRIORITIES (PGDS)	DISTRICT PRIORITY	STRATEGIC OBJECTIVES	STRATEGY	PROJECT SEGMENT	FUNCTION SEGMENT	REGION SEGMENT
COR2	Municipal Institutional Development and Transformation	Inclusive planning	Governance and Policy	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organized local government guidelines	Monitor the implementation of all activities as set out in the Action Plans of Middle Managers	Operational/Municipal Running cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Human Resources: Legal Services: Fleet Management: Security Services	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
COR3	Municipal Financial Viability and Management	Fight corruption	Governance and Policy	Institutional Governance	To achieve effective financial management.	Manage the organization within the budgetary and policy frameworks of the municipality	Operational/Municipal Running cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Human Resources: Legal Services: Fleet Management: Security Services	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
COR4	Good Governance and Public Participation	Inclusive planning	Governance and Policy	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organized local government guidelines	Ensure preparation and timeous circulation of ExCo Agendas	Operational/Municipal Running cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Human Resources: Legal Services: Fleet Management: Security Services	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
COR5	Good Governance and Public Participation	Build a capable state	Governance and Policy	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organized local government guidelines	Provision of Legal Support Services to protect organizational interest	Operational/Municipal Running cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Human Resources: Legal Services: Fleet Management: Security Services	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district

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IDP NO	NATIONAL KPA	NATIONAL PRIORITIES (NDP)	PROVINCIAL PRIORITIES (PGDS)	DISTRICT PRIORITY	STRATEGIC OBJECTIVES	STRATEGY	PROJECT SEGMENT	FUNCTION SEGMENT	REGION SEGMENT
COR6	Good Governance and Public Participation	Build a capable state	Governance and Policy	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organized local government guidelines	Ensure preparation and timeous circulation of Council Agenda	Operational/Municipal Running cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Human Resources: Legal Services: Fleet Management: Security Services	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
COR8	Municipal Institutional Development and Transformation	Quality education	Human Resource Development	Institutional Governance	To ensure progressive compliance with institutional and governance requirements.	Provision of Adequate Human Capital	Operational/Municipal Running cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Human Resources: Legal Services: Fleet Management: Security Services	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
COR9	Municipal Institutional Development and Transformation	Build a capable state	Human Resource Development	Institutional Governance	To ensure progressive compliance with institutional and governance requirements.	Address skills and capacity building issues that affect development and functioning of the municipality	Operational/Municipal Running cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Human Resources: Legal Services: Fleet Management: Security Services	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
COR10	Municipal Institutional Development and Transformation	Inclusive planning	Governance and Policy	Institutional Governance	To ensure progressive compliance with institutional and governance requirements.	Compliance with Legislation and Proper Implementation of Policies and Procedures	Operational/Municipal Running cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Human Resources: Legal Services: Fleet Management: Security Services	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district

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IDP NO	NATIONAL KPA	NATIONAL PRIORITIES (NDP)	PROVINCIAL PRIORITIES (PGDS)	DISTRICT PRIORITY	STRATEGIC OBJECTIVES	STRATEGY	PROJECT SEGMENT	FUNCTION SEGMENT	REGION SEGMENT
COR11	Municipal Institutional Development and Transformation	Inclusive planning	Governance and Policy	Institutional Governance	To ensure progressive compliance with institutional and governance requirements.	Provision of Effective Industrial Relations	Operational/Municipal Running cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Human Resources: Legal Services: Fleet Management: Security Services	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
COR12	Good Governance and Public Participation	Inclusive planning	Governance and Policy	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organized local government guidelines	Improve the Functionality of IGR for Amajuba District Family of Municipalities	Operational/Municipal Running cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Human Resources: Legal Services: Fleet Management: Security Services	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
COR13	Municipal Institutional Development and Transformation	Build a capable state	Human Resource Development	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organized local government guidelines	Manage Time & Attendance of Staff for Value for Money	Operational/Municipal Running cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Human Resources: Legal Services: Fleet Management: Security Services	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
COR14	Good Governance and Public Participation	Inclusive planning	Governance and Policy	Institutional Governance	To ensure progressive compliance with institutional and governance requirements.	Provision of Council Property Maintenance	Operational/Municipal Running cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Human Resources: Legal Services: Fleet Management: Security Services	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district

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IDP NO	NATIONAL KPA	NATIONAL PRIORITIES (NDP)	PROVINCIAL PRIORITIES (PGDS)	DISTRICT PRIORITY	STRATEGIC OBJECTIVES	STRATEGY	PROJECT SEGMENT	FUNCTION SEGMENT	REGION SEGMENT
COR15	Good Governance and Public Participation	Build a capable state	Governance and Policy	Institutional Governance	To promote the development of a safe and healthy environment in line with the applicable legislation	Ensure Compliance with Health & Safety Standards	Operational/Municipal Running cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Human Resources: Legal Services: Fleet Management: Security Services	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
COR16	Good Governance and Public Participation	Fight corruption	Governance and Policy	Institutional Governance	To ensure progressive compliance with institutional and governance requirements.	Ensure Security and Safety of ADM Human Capital and Property	Operational/Municipal Running cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Human Resources: Legal Services: Fleet Management: Security Services	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
ENG1	Municipal Institutional Development and Transformation	Fight corruption	Governance and Policy	Municipal Planning	To ensure progressive compliance with institutional and governance requirements by 2020	Undertake developmental business planning and streamline business processes to meet with all statutory requirements	Operational/Typical Work Streams/Strategic Management and Governance/Administrative Strategy and Planning: Municipal Infrastructure Grant Business Plan	Water Management/Core Function/Water Treatment/Water Distribution/Water Storage	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
ENG2	Municipal Institutional Development and Transformation	Fight corruption	Governance and Policy	Institutional Governance	To ensure progressive compliance with institutional and governance requirements by 2020	Review bylaws in line with legislative requirements	Operational/Typical Work Streams/Strategic Management and Governance/Administrative Strategy and Planning: Municipal	Water Management/Core Function/Water Treatment/Water Distribution/Water Storage	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district



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IDP NO	NATIONAL KPA	NATIONAL PRIORITIES (NDP)	PROVINCIAL PRIORITIES (PGDS)	DISTRICT PRIORITY	STRATEGIC OBJECTIVES	STRATEGY	PROJECT SEGMENT	FUNCTION SEGMENT	REGION SEGMENT
							Infrastructure Grant Business Plan		
ENG3	Municipal Financial Viability and Management	Fight corruption	Governance and Policy	Institutional Governance	To achieve effective financial management.	To actively source and secure alternative funding for IDP projects	Operational/Typical Work Streams/Strategic Management and Governance/Administrative Strategy and Planning: Municipal Infrastructure Grant Business Plan	Water Management/Core Function/Water Treatment/Water Distribution/Water Storage	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
ENG4	Municipal Financial Viability and Management	Fight corruption	Governance and Policy	Institutional Governance	To achieve effective financial management.	Manage the department within the budgetary and policy frameworks of the municipality	Operational/Typical Work Streams/Strategic Management and Governance/Administrative Strategy and Planning	Water Management/Core Function/Water Treatment/Water Distribution/Water Storage	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
ENG5	Good Governance and Public Participation	Inclusive planning	Spatial Equity	Social Facilitation and Development	To ensure progressive compliance with institutional and governance requirements by 2020	To promote public participation through effective consultation	Operational/Typical Work Streams/Strategic Management and Governance/Administrative Strategy and Planning	Water Management/Core Function/Water Treatment/Water Distribution/Water Storage	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district

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IDP NO	NATIONAL KPA	NATIONAL PRIORITIES (NDP)	PROVINCIAL PRIORITIES (PGDS)	DISTRICT PRIORITY	STRATEGIC OBJECTIVES	STRATEGY	PROJECT SEGMENT	FUNCTION SEGMENT	REGION SEGMENT
ENG6	Local Economic Development	Create Jobs	Job Creation	Economic Development	To facilitate, encourage and support the development of an enabling environment for LED and job creation.	Application of labor intensive methods in construction projects	Operational/Typical Work Streams/Strategic Management and Governance/Administrative Strategy and Planning/Expanded Public Works Programme	Water Management/Core Function/Water Treatment/Water Distribution/Water Storage	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
ENG7	Basic Service Delivery	Expand infrastructure	Strategic Infrastructure	Integrated Service Delivery	To ensure access to basic water and sanitation to community members within Amajuba district.	Implementation of all water and sanitation projects within the available budget	Capital/Infrastructure/New/Water supply infrastructure/Distribution/Distribution point/Waste and Water Treatment Works: Capital/Existing/Renewal/Water/Sanitation infrastructure/Waste and Water Treatment Works	Water Management/Core Function/Water Treatment/Water Distribution/Water Storage	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
ENG8	Basic Service Delivery	Inclusive planning	Spatial Equity	Municipal Planning	To ensure access to basic water and sanitation to community members within Amajuba district by 2016	Review of all relevant sector plans	Operational/Typical Work Streams/Strategic Management and Governance/Administrative Strategy and Planning	Water Management/Core Function/Water Treatment/Water Distribution/Water Storage	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district

## 1.5. Performance Measurement

The Amajuba District Municipality has an Operational Performance Management System (OPMS) to monitor the implementation of the IDP. It is also an early warning system to identify challenges in the implementation of the IDP so that corrective measures can be applied. The Service Delivery and Budget Implementation Plan (SDBIP) is reviewed bi-annually to ensure relevance to current situations and to align with the Mid-Term Budget. The SDBIP has all 5 Key Performance Areas (KPA) and identifies Key Performance Indicators (KPI) that are linked to every municipal department within the institution. These KPIs are assessed at every quarter and are aligned to the Performance Contracts.

Chapter 6 of the Municipal Systems Act 32 of 2000 prescribes as follows on the development of performance management system:

Section: 38. State that: A Municipality must—

- (a) Establish a performance management system that is—
  - (i) Commensurate with its resources;
  - (ii) Best suited to its circumstances; and
  - (iii) In line with the priorities, objectives. Indicators and targets contained in its integrated development plan;
- (b) Promote a culture of performance management among its political structures. Political office bearers and councillors and in its administration; and
- (c) Administer its affairs in an economical, effective, efficient and accountable manner.

For 2016/17 financial year the first quarter individual performance assessments were not formally conducted. Second quarter and third quarter assessments for Section 56 Managers with signed Performance Agreements were conducted by the Acting Municipal Manager. Fourth quarter performance assessments will be conducted in Sep/Oct. the annual performance assessments will be conducted once the annual report and its oversight report has been adopted by Council.

The municipality does conduct oversight through the Audit Committee also executes the responsibility of the Performance Audit Committee, therefore it is responsible for both financial and performance management. The Audit Committee was established on the 28 February 2017 as per Council Resolution C84:28/02/2017. During 2016/17, the municipality had three vacancies at Top Management level. However, the KPIs per department were as follows:

Department	BSD	MID&T	LED	MFV&M	GG&PP	SP&EM	Total
Corporate Services	0	15	0	1	14	0	30
Financial Services	0	3	0	23	8	0	34
Engineering Services	12	6	2	2	4	0	26
Community Services	7	5	1	1	17	0	31
Planning and Development Services	0	4	10	1	8	13	31
Office of the Municipal Manager	1	7	2	2	21	6	39
<b>Total</b>	<b>20</b>	<b>40</b>	<b>15</b>	<b>30</b>	<b>72</b>	<b>19</b>	<b>196</b>

Of the 196 KPIs set the assessments revealed that:

- 65 KPIs were not met (not achieved) which is 34% of the total number of indicators;
- 39 KPIs were almost (almost achieved) which is 19% of the total number of indicators;
- 66 KPIs we met (fully achieved) which is 34% of the total number of indicators;
- 9 KPIs were extremely well met (outstanding achievement) which is 4% of the total number of indicators;
- Of the 196 KPIs, 9 were achieved (KPI met + KPI well met + KPI extremely well met) which is 47% of the indicators;
- Of the 196 KPIs, 104 were not achieved (KPI not met + KPI almost met) which is 53% of the indicators.

Additional information on the APR 2016/17 is found on the attached appendice 13.2, the Annual Performance Report 2016/17 for Uthukela Water which is an entity of the ADM is also attached.

## 1.6. IDP Development and Review Process

The Amajuba district municipality's IDP Process is fully informed by the Municipal Systems Act 32 of 2000 (MSA) and the complementary Legislations which are namely:

- Municipal Finance Management Act 56 of 2003 (MFMA)
- Intergovernmental Relations Framework Act 13 of 2005 (IGRFA)
- Spatial Planning and Land-Use Management Act (SPLUMA) and
- Other related legislations.

The District IDP/ Budget Framework Plan informed by the MSA is in place to ensure that the development and review of the IDP and the Budget meet all requirements as per the MFMA and the MSA. A table below is a summary of the District Framework.

Table 3: IDP Event Calendar

QUARTER ONE		
ACTIVITY	DUE DATE	DEPARTMENT RESPONSIBLE
ExCo approval of IDP Framework Plan 2018/19	23 August 2017	Planning and Development
First IDP Steering Committee meeting	15 September 2017	Planning and Development
Submission of draft Framework Plan – KZN COGTA	25 September 2017	Planning and Development
Council approval of IDP Framework Plan 2018/19	30 September 2017	Planning and Development
Advertisement of approval of Framework Plan	30 September 2017	Planning and Development
QUARTER TWO		
ACTIVITY	DUE DATE	DEPARTMENT RESPONSIBLE
IDP 2017/18 Review – Consultative process (Needs analysis)	October 2017	Office of the Speaker & Office of the Mayor
Second IDP Steering Committee meeting	05 November 2017	Planning and Development
Cross – border alignment meeting	14 November 2017	COGTA
First IDP Representative Forum meeting	16 November 2017	Planning and Development
QUARTER THREE		

ACTIVITY	DUE DATE	DEPARTMENT RESPONSIBLE
Second IDP Representative Forum meeting	15 February 2018	Planning and Development
Third IDP Steering Committee meeting	13 March 2018	Planning and Development
ExCo Approval of Draft IDP 2018/19	21 March 2018	Planning and Development
Council Approval of Draft IDP 2018/19	30 March 2018	Planning and Development
Submission of Draft IDP 2018/19 to COGTA	30 March 2018	Planning and Development
Submission of IDP's for assessments	30 March 2018	Planning and Development
<b>QUARTER FOUR</b>		
ACTIVITY	DUE DATE	DEPARTMENT RESPONSIBLE
Draft IDP/Budget 2018/19 – Consultative process	15 April 2018	Office of the Speaker & Office of the Mayor
Third IDP Representative Forum meeting	15 May 2018	COGTA
Draft IDP assessment feedback	29 May 2018	Planning and Development
Fourth IDP Steering Committee meeting	10 May 2018	Planning and Development
ExCo approval of Final Draft IDP 2018/19	25 May 2018	Planning and Development
Council approval of final Draft IDP 2018/19	30 May 2018	Planning and Development
Submission of Final IDP to COGTA	14 June 2018	Planning and Development

This first review of the IDP of the Fourth generation of the Integrated Development Plan (IDP) preparation reflects the priorities of the Amajuba Council. IDP's are organic documents they change and grow according to challenges and changes in the district. The IDP is crafted to achieve the following objectives:

- Integrated and sustainable human settlement;
- Stimulating the growth of a robust local economy;
- Social cohesion and inclusion leading to nation building;
- Environmental sustainability; and
- Strengthening inter-governmental relations.

#### Informed

This document seeks to know and understand what is, should and could be happening in the DM as well as where and when. This IDP integrates the STATSSA Census 2011 and STATSSA Community Survey (2016). It also compares the current rate of service delivery to the targets set by government.

#### Assertive

The IDP seeks to steer and guide the economy along with minimal fall-out through the integration of the LED, Tourism and Agricultural Sector Plans into the IDP.

#### Strategic

The interventions of the IDP seek to maximise sustained impact at minimum costs. The IDP and SDF have been aligned with the National Development Plan (NDP) as well as the Provincial Growth and Development Strategy (PGDS) and the Provincial Spatial Economic Development Strategy (PSEDS). The SDF has been reviewed this financial year and is aligned with the LED sector plans and captures the key interventions from the District Growth and Development Plan (DGDP).

#### Wise

The IDP takes considered responses, does not act on short-term whims, and takes a longer view to encourage development within the District. The IDP document has developed and has learnt from the past IDP Reviews and their processes.

#### Nimble

The IDP and its methodology has also been developed in such a way that it is flexible and able to adapt and change direction if it may be required to do so to meet set objectives.

#### Collaborative

This IDP has been developed through a collaborative process with the communities of the Amajuba DM, sector departments both provincial and national, within the structures of the “family of municipalities”, as well as with surrounding District Municipalities.

### 1.7. Public Participation

The Constitution of the Republic of South Africa together with other complimentary pieces of legislation compels the municipalities to ensure that the public participates in matters of local government. The Constitution is underpinned by the principles of good governance, also highlighting the importance of community participation as an essential element of successful good local governance. Without active community participation, the challenge of ensuring effective accountable and clean local government will not be overcome.

Legislation facilitates active participation of community members in the affair of the municipality, including the formulation of Integrated Development Plans (IDPs) and Municipal budgets. Municipalities are required to promote public participation to build the capacity of residents, Councillors and Municipal officials to engage in participatory processes.

Amajuba District Municipality embarked on Joint Izimbizo Road shows with Emadlangeni Local Municipality and Dannhauser Local Municipality. The road shows focused on the delivery of the reviewed IDP 2017/18 in presenting for the Draft IDP, SDF and Budget 2018/19. The road shows assisted the ADM in keeping abreast with the core needs of the communities and ensuring that it continues to deliver quality services in partnership with the local municipalities.

The Joint 2018/19 Draft IDP Budget Roadshows which were conducted in the Dannhauser Local Municipality and the Emadlangeni Local Municipality within the jurisdiction of the District in partnership with the two local Municipalities within the District that were scheduled as follows:

Table 4: IDP Consultative schedule

DRAFT IDP/BUDGET CONSULTATIVE COMMUNITY MEETINGS			
COMMUNITY MEETINGS			
AREA	DATE	TIME	VENUE
Dannhauser Local Municipality	05 May 2018	10h00	Durnacol Sports Complex (Ward 2)
Emadlangeni Local Municipality	09 May 2018	10h00	Ezimbuthu Sport Field (Ward 5)

### 1.7.1 PROCESS FOLLOWED

Information plenary sessions consultation were convened between the District Municipality the Local Municipal officials with a purpose of ensuring that when the public consultation processes commence a common vision is shared; and the roles and responsibilities are established for a successful 2018/19 for the Mayoral IDP/BUDGET Roadshow in Amajuba District in preparation for the IDP/Budget 2018/19.

A vigorous communication and information dissemination campaign aimed at reaching out to all the communities of Amajuba District Municipality was undertaken and the following means of communication and mobilization were utilized:

- Notices pamphlets distribution at local schools, shops and crowded areas.
- Loud hailing and mobilization through Ward Public meetings, War rooms and Ward Committees.
- Advertising schedule of meetings on Local Newspapers (Amajuba Eyethu).

### 1.7.2 VENUE SELECTION

The venues were identified by the local municipalities in consultation with the office bearers. The areas that we selected to host the roadshows were not centralized in terms of the wards selected, however it was ensured that there was easy access for all community members to take part. Transport arrangements, in a form of buses and taxis were made for those who lived afar from the venues. The days and times chosen for the meetings also ensured maximum attendance of most community members.

### 1.7.3 INPUTS RECEIVED

**Table 5: Community inputs received**

Dannhauser Local Municipality – 05 May 2018	
Water reticulation – illegal connections are raising in Ward 11	Boreholes and windmills have to be revived in Ward 4
Request for additional Apollo lights in and around other ward in LM	Provision of RDP housing in Ward 5
Facilitation and coordination for Youth programmes in and around the DLM	Promotion of sports in Ward 10
Provision of support (financial and transport) for your partaking in TVET related programmes – Ward 10	Prioritization of local businesses in local projects – Ward 10
Reduction of nepotism for Learner driver projects – Learner driver programmes to include heavy vehicles – Ward 10	Programmes for CWP should be extended – Ward 6
ADM to ensure Jojo tanks are functional and that water is available – Ward 6	Rehabilitation of roads
Maintainance of sewage – health hazard to the community and communal farming stock – Ward 2	Refurbishment of roads near the CHC – Ward 2
Creation of more job creation opportunities under EPWP – Ward 2	Storm water control – Ward 2

Implementation of pound by-laws in Ward 8	LM and DM to improve the delivery of Basic Services
Provision of electricity	Water provision in Sthwathwa, and maintenance of Jojo tanks -Ward 7
Resolution of open pits intended for projects which cause potential harm for residents – Ward 1	Provision and commitment of water tanker in a scheduled manner so communities are prepared
Provision of quality water – Ward 1, 10	Facilitation of job opportunities to curb poverty levels – Ward 10
Scholar transport – Ward 1&10	Walk bridges – Ward 10
Promotion of agricultural programmes for the resident youth and elders – Ward 12	Supporting of local artists and crafts in the area through LED initiatives – Ward 12
Rehabilitation of bulk and reticulation infrastructure (water pipes are bursting) – Ward 8	Refurbishment of Community halls – Ward 6&8
Rehabilitation of sports ground – Ward 6	Solid waste removal – Ward 6
Provision of Early Childhood Development centres – Ward 5	Development of mall in the jurisdictional area of the LM
Provision of Street lights	Development of a High school in Normadien – Ward 1)
Facilitate venue for pay points – Ward 1	Provision of qualified educators in schools – Ward 1
Resolution on matters respective to development in rurally privately-owned land – for provision of Housing, electricity, water and sanitation	Skills development, prioritization and job creation and employment graduate youth

## 1.8.SDF Review

In terms of the MSA, the municipal SDF is developed and reviewed as part of the IDP process. In line with the MSA, Amajuba District has developed the IDP and SDF Process Plan referred herein as the Framework plan for districts municipalities. Extracted from the District framework plan, below is a table reflecting the SDF review timelines:

**Table 6: SDF Review activity plan**

Activity	Due Date	Responsible
Advertisement of Review of SDF	31 Aug 2017	ADM SCM
Appointment	30 Sep 2017	ADM Planners
First Draft SDF	29 Jan 2018	ADM Planners
Final Draft SDF	29 Feb 2018	ADM Planners
Final Product	31 Mar 2018	ADM Planners

## 1.9.Stakeholder Involvement

During the 2017/18 financial year, the ADM hosted three (2) successful IDP Representative Forums and three (3) IDP Steering committee meetings as part of the District Area Planning forum. Both these IDP fora have over emphasized the importance of engagements between various stakeholders. In the major for these meetings is an overarching concern on the poor participation by the Local Municipalities, Sector Departments and other stakeholders

The following will be the key issues to be reviewed annually:

- Service Delivery Mechanisms



- Projects and Programs (MTF)
- Community inputs
- Institutional arrangements and capacity
- Financial resources
- Stakeholders
- Performance of the municipality against KPA's
- Sector Department progress / programmes and inputs
- Strategies and partnerships
- Sector Plans

#### 1.9.1 PARTICIPATION OF SECTOR DEPARTMENTS

The involvement of Sector Departments in the preparation, implementation and monitoring of the IDP is important. There is no legislation that requires sector departments to enforce sector departments to align their budgets to the municipal budgets responding to the resource needs. The IDP should be the main tool used to guide development in a municipal area containing projects/programmes from all sector departments. In view of the challenges faced with attendance to meetings, the municipality has employed the "one on one" strategy to communicate with sector departments. The sector departments below are considered to have been assisting the municipality during its review:

- ✓ Department of Cooperative Governance and Traditional Affairs
- ✓ Department of Transport
- ✓ Department of Education
- ✓ Department of Health
- ✓ Department of Human Settlements
- ✓ Department of Arts and Culture
- ✓ Department of Agriculture and Rural Development
- ✓ Department of Social Development (Population unit)
- ✓ Department of Environmental Affairs
- ✓ Department of Water and Sanitation
- ✓ ESKOM
- ✓ Statistics South Africa

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#### 1.10. Long Term Vision

Amajuba District Municipality vision provides insight on what the municipality aims to achieve in terms of its medium and long term developmental goals. The vision of the municipality is as follows:



### **Mission of the ADM:**

The Amajuba District Municipality will champion in good governance through:

- Effective public participation
- Vibrant local economic development - Integrated Service Delivery
- Intergovernmental relations

### **Values of the ADM**

The following values to be followed by the organisation were identified:

- Integrity
- Responsiveness
- Accountability
- Commitment
- Effectiveness

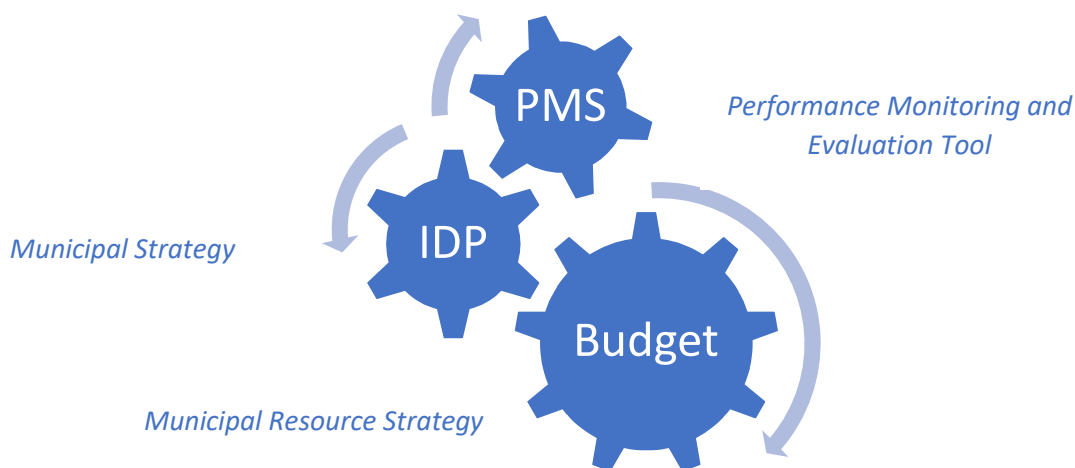
## **2. Planning and Development Principles, Policies and Imperatives**

### **2.1 Guiding Legislative Framework**

In terms of Section 25 (1) of the Municipal Systems Act (Act 32 of 2000), each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which:

- Links, integrates and coordinates plans and considers proposals for the development of the municipality;
- Aligns the resources and capacity of the municipality with the implementation of the plan;
- Forms the policy framework and general basis on which the annual budget is based; and
- Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

The IDP remains the strategic planning instrument to guide and inform the planning, budgeting, performance management and decision-making activities in the municipality. The diagram below summarises how the three processes link with one another.



Another important function of the IDP is to guide the budgets of sector departments (National and Provincial) where their services and resources are required, in terms of needs and priorities identified in the IDP. In addition to guiding organs of state, the IDP should be an informative document to encourage, and guide potential investment in the municipal area.

The Municipal Systems Act (No 32 of 2000), together with the Local Government: Municipal Planning and Performance Management Regulations, 2001 (R796 24 August 2001), set out the core components of the IDP, as well as, the requirements for public participation in its drafting, reviewing and adoption. The core components may be summarized as:

- A long-term vision
- An assessment of the current level of development in the municipality
- Development priorities and objectives
- Development strategies
- A spatial development framework
- Operational strategies
- Applicable disaster management plans
- A financial plan
- Key performance indicators and performance targets

## 2.2 Planning and Development Principles

### 2.2.1 STATE OF THE NATION ADDRESS

The President of the Republic of South Africa, Mr Cyril Ramaphosa delivered his first State of the Nation Address to Parliament on Friday, 16 February 2018. President Ramaphosa delivered his speech in the evening so that more people were able to follow proceedings and be involved in government's plans for the nation. The event was broadcast live on the internet, television and radio. The theme for this year's SONA was "Making your future work better – Learning from Madiba"

The State of the Nation Address aims to cover the following issues:

- The current political and socio-economic state of the nation, highlighting the achievements and challenges experienced over the past year and presents the programme for the year ahead.
- Assessment of our country's domestic and foreign situation and sets out the direction that should be taken to improve efforts to achieve a better life for South Africans.

The President emphasized the diverse cultures and identities that exist within the country and how it is crucial for us as a nation to work together to bring change in the country. In line with the theme for the SONA 2018, President Ramaphosa also highlighted the contributions of former President Mandela, Pixley Ka Seme and Mrs Sisulu in the transformation of the country. He emphasized that for country to achieve greater heights in the future we will have to learn from. The President also conducted a brief overview on the progress made within various areas of concern that contribute to or hinder developments. Factors that have contributed negatively towards the country's possible growth included:

- ✓ The rising poverty levels in 2015 which resulted in unemployment going up and persistence of inequality.
- ✓ The economy has not grown at the pace needed to create enough jobs or lift people out of poverty
- ✓ Public finances have been constrained, limiting the ability of government to expand its investment in economic and social development.

The following achievements were mentioned in spite of the aforementioned challenges:

- ✓ Public employment programmes have created more than 3.2 million work opportunities which provide much needed income, work experience and training;
- ✓ Cost of living for the poor has been reduced;
- ✓ Free basic services programme currently supports more than 3.5 million indigent households;
- ✓ More than 17 million social grants are paid each month, benefiting nearly a third of the population.
- ✓ Nearly a million children in early childhood development facilities.
- ✓ The matric pass rate increased from 60.6 percent in 2009 to 75.1 percent last year.
- ✓ There are currently almost a million students enrolled in higher education, up from just over 500,000 in 1994.

President Ramaphosa further in his speech outlined a programme of action to improve the country's economic position, reduce unemployment and narrow the income gap. He stated categorically that:

#### Transformation

- ✓ Black industrialists will be provided support – to build a new generation of black and women producers that are able to build enterprises of significant scale and capability.
- ✓ Use competition policy to open markets to new black entrants.
- ✓ Invest in the development of township and rural enterprises.

#### Infrastructure

- Assemble team to speed up implementation of new projects, particularly water projects, health facilities and road maintenance.

#### Mining

- Intensify engagements with all stakeholders on the Mining Charter.
- Finalize the MPRDA Amendment Bill by end of first quarter this year.
- Stakeholder engagement to deal with mining fatalities.

#### Small business, co-ops, township enterprises

- Honor 30% of procurement allocation to these enterprises.
- Invest in SME incubation.
- Welcome SME Fund initiative by corporate sector.

#### Land and agriculture

- Accelerate our land redistribution programme AND make more land available.
- Expropriate land without compensation, our approach, considering food security, agricultural production and growth of the sector.

#### Fourth industrial revolution

- Digital Industrial revolution commission to be established.
- Allocation of spectrum to reduce barriers to entry.

#### National Minimum Wage

- Introduce NMW by May 1 benefiting more than 6 million South Africans.

#### Health and NHI

- Scale up testing and treating campaign by initiating an additional two million people on anti-retroviral treatment by December 2020.
- Implement the NHI Bill once approved by Parliament

#### Education

- Free higher education and training will be available to first year students from households with a gross combined annual income of up to R350,000.
- All public schools will be offering an African language.
- Introduction of National Senior Certificate examination on South African Sign Language, which will be offered to deaf learners at the end of 2018.

#### **Social Grants**

- Urgently take decisive steps to comply with all directions of the Constitutional Court.

#### **Social Sector/Civil Society**

- Convene a Social Sector Summit during this year to recognize the critical role they play in society.

#### **State/governance**

- Review the funding models of SOEs and other administrative measures.

#### **Corruption/state capture**

- Instigate commission of inquiry into state capture
- Urgently attend to the issues at the National Prosecuting Authority
- Appoint a Commission of Inquiry into Tax Administration and Governance of SARSs.
- Work closely with of sectoral departments of government

#### **2.2.2 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE**

Inequalities exist in the national economy and there is a legacy of inequitable spatial development. This has had a negative impact on public sector investment which is highlighted in the NSDP. The principles of the NSDP is as follows:

- ✓ Principle 1: Rapid economic growth that is sustained and inclusive is a prerequisite for the achievement of other policy objectives, amongst which poverty alleviation is key.
- ✓ Principle 2: Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy, health and educational facilities) wherever they reside.
- ✓ Principle 3: Government spending on fixed investment should be focused on localities of economic growth and/or economic potential to gear up private sector investment, stimulate sustainable economic activities and create long-term employment opportunities.
- ✓ Principle 4: Development should be people centred. In localities with low demonstrated economic potential there should be provision of essential services such as education and training, poverty relief programmes, labour market intelligence to provide sustainable employment and economic opportunities.
- ✓ Principle 5: Future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth

### 2.2.3 COMPREHENSIVE RURAL DEVELOPMENT PLAN

The Comprehensive Rural Development Programme (CRDP) acknowledges that the poverty landscape and lack of services in the rural areas of the country has not adequately shifted much since 2001. This is because the areas identified as distressed areas by both ISRDP and other programmes mirror the work done by the Department of Co-operative Government and Traditional Affairs in the State of Local Government Report (2009) and the Municipal Turn Around Strategy. The CRDP is implemented at a national level with the goal to create vibrant, equitable and sustainable rural communities.

CRDP seeks to maximize the use and management of natural resources to create vibrant, equitable and sustainable rural communities. This includes:

- ✓ contributing to the redistribution of 30% of the country's agricultural land;
- ✓ Improving food security of the rural poor and;
- ✓ creation of business opportunities, de-congesting and rehabilitation of over-crowded former homeland areas.

### 2.2.4 COMPREHENSIVE PLAN FOR THE DEVELOPMENT OF SUSTAINABLE HUMAN SETTLEMENTS

- ✓
- ✓ The Comprehensive Plan for the development of Sustainable Human Settlements (August 2004) promotes the achievement of a non-racial, integrated society through the development of sustainable human settlements and quality housing. This program seeks to use housing delivery as a means for the development of sustainable human settlements in support of spatial restructuring. It moves beyond the provision of basic shelter towards achieving the broader vision of integrated, sustainable and economically generative human settlement systems at both local and regional scales. The following are fundamental tenets and underlying principles of this new approach:
  - ✓
  - ✓ progressive informal settlement eradication;
  - ✓ promoting densification and integration in urban centres;
  - ✓ enhancing spatial planning in both urban and rural contexts;
  - ✓ enhancing the quality and location of new housing projects;
  - ✓ supporting urban renewal programmes; and
  - ✓ developing social and economic infrastructure.

### 2.2.5 SPATIAL LAND USE MANAGEMENT ACT

- ✓ Since the beginning of the new democratic era in South Africa, the notion of spatial planning has become an integral part of the development planning and transformation discourse in South Africa. The Constitution (Schedule 4 Part B) bestows this responsibility to local sphere of government. In the interim, municipalities give effect to this mandate through the Development Facilitation Act, Act No. 67 of 1995 and the Municipal Systems Act, Act No. 32 of 2000. The latter requires a municipality to prepare and adopt and SDF as part of its IDP.

The role of local government in spatial planning has been re-energized through the introduction of the Spatial Planning and Land Use Management Act No. 16 of 2013 (commonly known as SPLUMA). The intention of this national legislation is to introduce the norms and standards for spatial planning and to specify the relationship between spatial planning and land use management. This is intended

to create uniformity and consistency on the way both spatial planning and land use management is practiced within the whole country.

Chapter 4 of SPLUMA stipulate the need to prepare Spatial Development Frameworks (SDFs) by all municipalities including the Districts. Part D (19) stipulates that the regional spatial development framework must cover the following minimum issues:

- (a) give effect to the development principles and applicable norms and standards set out in Chapter 2 (see box insert);
- (b) give effect to national and provincial policies, priorities, plans and planning legislation;
- (c) reflect the current state of affairs in that area from a spatial and land use perspective of the region;
- (d) indicate desired patterns of land use in that area;
- (e) provide basic guidelines for spatial planning, land development and land use management in that area;
- (f) propose how the framework is to be implemented and funded; and
- (g) Comply with environmental legislation.

## 2.3 Government Policies and Imperative

### 2.3.1 SUSTAINABLE DEVELOPMENT GOALS

We are also committed to ensure alignment of our IDP Priorities with the SDGs. The Sustainable Development Goals (SDGs), otherwise known as the Global Goals, are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. These 17 Goals build on the successes of the Millennium Development Goals, while including new areas such as climate change, economic inequality, innovation, sustainable consumption, peace and justice, among other priorities. The goals are interconnected – often the key to success on one will involve tackling issues more commonly associated with another.

The SDGs work in the spirit of partnership and pragmatism to make the right choices now to improve life, in a sustainable way, for future generations. They provide clear guidelines and targets for all countries to adopt in accordance with their own priorities and the environmental challenges of the world at large. The SDGs are an inclusive agenda. They tackle the root causes of poverty and unite us together to make a positive change for both people and planet. “Poverty eradication is at the heart of the 2030 Agenda, and so is the commitment to leave no-one behind,” UNDP Administrator Achim Steiner said. “The Agenda offers a unique opportunity to put the whole world on a more prosperous and sustainable development path. In many ways, it reflects what UNDP was created for.”





### 2.3.2 NATIONAL DEVELOPMENT PLAN

The National Development Plan envisages an economy that serves the needs of all South Africans – rich and poor, black and white, skilled and unskilled, those with capital and those without, urban and rural, women and men. The Vision is that, in 2035, the economy should be close to full employment, equip people with the skills they need; ensure that ownership of production is less concentrated and more diverse (where black people and women own a significant share of productive assets); and can grow rapidly, providing the resources to pay for investment in human and physical capital. NDP's 2030 priorities:

NDP Priorities	
• Create Jobs	• Build a capable state
• Expand infrastructure	• Quality health care
• Use resources properly (Low-Carbon Energy)	• Unite the nation
• Inclusive planning	• Fight corruption
• Quality education	

### 2.3.3 MEDIUM TERM STRATEGIC FRAMEWORK (2014-2019)

The Medium Term Strategic Framework (MTSF) for 2014 to 2019 was approved by Cabinet as a detailed five-year implementation plan for the NDP and the commitments in the manifesto of the ANC as the governing party over this five-year term. The MTSF continues with the outcomes approach adopted by the 2009–2014 administration. The MTSF is intended to enable Cabinet to monitor progress on the implementation of the NDP. The MTSF comprises 14 priority outcomes which cover all the chapters of the National Development Plan.

#### **14 MTSF Priority Outcomes**

- ✓ Quality basic education
- ✓ A long and healthy life for all South Africans

- ✓ All people in South Africa are and feel safe
- ✓ Decent employment through inclusive growth
- ✓ A skilled and capable workforce to support an inclusive growth path
- ✓ An efficient, competitive and responsive economic infrastructure network
- ✓ Vibrant, equitable, sustainable rural communities contributing towards food security for all
- ✓ Sustainable human settlements and improved quality of household life
- ✓ Responsive, accountable, effective and efficient local government
- ✓ Protect and enhance our environmental assets and natural resources
- ✓ Create a better South Africa and contribute to a better Africa and a better world
- ✓ An efficient, effective and development-oriented public service
- ✓ A comprehensive, responsive and sustainable social protection system
- ✓ A diverse, socially cohesive society with a common national identity

In each of the 14 outcomes, the MTSF outlines goals, indicators, targets, actions, and responsibilities. The MTSF priorities inform the budget submissions that national departments make to the government's budgeting process, as encapsulated in the Medium-Term Expenditure Framework (MTEF), which details a 3-year rolling expenditure and revenue plan for national and provincial departments.

#### 2.3.4 12 NATIONAL OUTCOMES (FOCUSING ON OUTCOME 9)

Government has drawn up 12 performance outcomes on which departmental action plans are to be devised and public-sector delivery measured. The outcomes were a new initiative from government designed to improve government performance and bring about more focused delivery. The outcomes “will form the basis for performance and delivery agreements between ministers or groups of ministers and the president”. The various priority outcomes will be measured to see whether outcomes are being achieved. There is a high correlation between NDP priorities and the current 12 priority outcomes for 2014 to 2019.

#### **12 National Outcomes**

- ✓ Outcome 1: Improved quality of basic education.
- ✓ Outcome 2: A long and healthy life for all South Africans.
- ✓ Outcome 3: All people in South Africa are and feel safe.
- ✓ Outcome 4: Decent employment through inclusive economic growth.
- ✓ Outcome 5: A skilled and capable workforce to support an inclusive growth path.
- ✓ Outcome 6: An efficient, competitive and responsive economic infrastructure network.
- ✓ Outcome 7: Vibrant, equitable and sustainable rural communities with food security for all.
- ✓ Outcome 8: Sustainable human settlements and improved quality of household life.
- ✓ Outcome 9: A responsive, accountable, effective and efficient local government system.
  - Output 1: Implement a differentiated approach to municipal financing, planning and support
  - Output 2: Improving access to basic services.
  - Output 3: Implementation of the Community Work Programme
  - Output 4: Actions supportive of the human settlement outcome
  - Output 5: Deepen democracy through a refined Ward Committee model
  - Output 6: Administrative and financial capability

- Output 7: Single window of coordination
- ✓ Outcome 10: Environmental assets and natural resources those are well protected and continually enhanced.
- ✓ Outcome 11: Create a better South Africa and contribute to a better and safer Africa and World.
- ✓ Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

### 2.3.5 PROVINCIAL GROWTH AND DEVELOPMENT PLAN – VISION 2035

The PGDS offers a tool through which national government can direct and articulate its strategy and similarly, for local government to reflect the necessary human, financial and fiscal support it needs to achieve these outcomes. It also facilitates proper coordination between the different spheres of government and aims to prevent provincial departments from acting without the inputs from local government. It enables intergovernmental alignment and guides activities of various role players and agencies (ie. Provincial Sector Departments, Parastatals, Districts and Local Municipalities).

In the context of the PGDS defining 'growth' and 'development' includes 'growing the economy for the development and the improvement of the quality of life of all people living in the Province of KwaZulu-Natal'. In doing so, it is envisaged that the KwaZulu-Natal Province will:

- (a) Enjoy stable and sustainable economic growth supported by world class Infrastructure with a skilled and stable workforce;
- (b) Be the preferred Southern African business, investment and tourism destination;
- (c) Be energy secure, augmented by viable green economy technology;
- (d) Be connected via high speed reliable internet access;
- (e) Be food secure through own agricultural production;
- (f) Experience poverty eradicated with HIV/AIDS and social ills firmly under control;
- (g) Enjoy dignified and safe living environments for all;
- (h) Have inequality drastically reduced;
- (i) Prosper under clean, effective and efficient governance; and
- (j) Reap the benefits of well-connected urban and rural places.

STRATEGIC GOAL	No	STRATEGIC OBJECTIVE 2016
INCLUSIVE ECONOMIC GROWTH	1.1	Develop and promote the agricultural potential of KZN
	1.2	Enhance sectoral development through trade investment and business retention
	1.3	Enhance spatial economic development
	1.4	Improve the efficiency, innovation and variety of government-led job creation programmes
	1.5	Promote SMME and entrepreneurial development
	1.6	Enhance the Knowledge Economy
HUMAN RESOURCE DEVELOPMENT	2.1	Improve early childhood development, primary and secondary education

STRATEGIC GOAL	No	STRATEGIC OBJECTIVE 2016
	2.2	Support skills development to economic growth
	2.3	Enhance youth and adult skills development and life-long learning
HUMAN AND COMMUNITY DEVELOPMENT	3.1	Eradicate poverty and improve social welfare services
	3.2	Enhance health of communities and citizens
	3.3	Safeguard and enhance sustainable livelihoods and food security
	3.4	Promote sustainable human settlements
	3.5	Enhance safety and security
	3.6	Advance social cohesion and social capital
	3.7	Promote youth, gender and disability advocacy and the advancement of women
STRATEGIC INFRASTRUCTURE	4.1	Development of seaports and airports
	4.2	Develop road and rail networks
	4.3	Develop ICT infrastructure
	4.4	Ensure availability and sustainable management of water and sanitation for all
	4.5	Ensure access to affordable, reliable, sustainable and modern energy for all
	4.6	Enhance KZN waste management capacity
ENVIRONMENTAL SUSTAINABILITY	5.1	Enhance resilience of ecosystem services
	5.2	Unlock the green economy
	5.3	Adapt and respond climate change
GOVERNANCE AND POLICY	6.1	Strengthen policy, strategy coordination and IGR
	6.2	Build government capacity
	6.3	Eradicate fraud and corruption
	6.4	Promote participative, facilitative and accountable governance
SPATIAL EQUITY	7.1	Enhance the resilience of new and existing cities, towns and rural nodes, ensuring equitable access to resources, social and economic opportunities
	7.2	Ensure integrated land management use across the Province, ensuring equitable access to goods and services, attracting social and financial investment

### 2.3.6 PROVINCIAL STRATEGIC ECONOMIC DEVELOPMENT STRATEGY

The PSEDs flows from the PGDS and is intended as a guide to service and to achieve the goals as set out in ASGI-SA which is to halve unemployment and poverty by 2014. Principles of development and growth underpinning the PSEDs are summarised as follows:

- Government has a constitutional obligation to provide basic services to all citizens including health, education, housing, transport, etc.
- All areas of the province require development;
- Certain areas of the province will drive economic growth.

The PSEDs attempts to indicate where different types of investment should be directed to achieve development and/ or economic growth. The PSEDs therefore sets out to:

- Focus where government directs its investment and development initiatives;
- Capitalize on complementarities and facilitate consistent and focused decision making; and
- Bring about strategic co-ordination, interaction and alignment.

Four key sectors have been identified as drivers for economic growth in the province, namely:

- The agricultural sector (including agri-processing) and land reform;
- The industrial sector;
- The tourism sector; and
- The service sectors.

It is also noted that:

- The logistics and transport sector (inclusive of rail) in the service sector are important sub-sectors underpinning the growth in all four sectors;
- Substantial and affordable water and energy provision is crucial to the economic growth and development of the province; and
- The classification of potential is shown in a series of maps.

The PSEDs identifies poverty levels and densities based on the 2001 Census information. Poverty density is a measure of the numbers of people within an area below the poverty level. In terms of their classifications, Newcastle is the third highest municipality in the province behind eThekweni and the Msunduzi municipalities.

In terms of the classification of nodes provincially, Newcastle is classified as a Secondary Node which is an urban centre with good existing economic development and growth potential, and which services the regional economy. In terms of the main categories for potential, the PSEDs identifies the following:

- **Production of high value differentiated goods** which are not strongly dependant on labour costs, and which are focussed on local and global niche markets;
- **Production of labour intensive, mass produced goods** which are more dependent on labour costs, and affordable transport linkages (ie. Agriculture and mining);
- **Retail and private sector services** which are large employers of skilled and semi-skilled workers in advanced economies;
- **Tourism** which is dependent on tourism attractions; and Public service and administration.

In terms of the classification of activity corridors, the N11 corridor is identified as an existing corridor. The PSEDs does, however, identify a secondary corridor (SC12) which runs between the following three centres, namely Greytown- Msinga- Madadeni. The PSEDs identifies that this corridor has potentials in the following areas:

- **Production of labour intensive, mass produced goods** which are more dependent on labour costs, and affordable transport linkages (ie. Agriculture and mining);
- **Retail and private sector services** which are large employers of skilled and semi-skilled workers in advanced economies;

- **Tourism** which is dependent on tourism attractions; and Public service and administration.

#### Summary of high level cluster priorities and objectives for the ADM

The PSEDS provides a summary of high level cluster priorities and objectives for the ADM. The plan identifies the following priorities:

- Agriculture and land reform
  - ✓ Livestock farming: develop livestock farming opportunities in Trust land.
  - ✓ Support land reform beneficiaries- livestock, game farming and explore others.
  - ✓ Develop Chelmsford Dam agricultural complex (served by Vryheid Node).
- Tourism
  - ✓ Battlefields Route: development of linkages to benefit previously disadvantaged.
  - ✓ Drakensburg eco-tourism: develop cultural tourism opportunities with bordering communities.
- Industry
  - ✓ Newcastle industrial townships: provision of world class infrastructure.
  - ✓ Provide adequate affordable housing and related services.
  - ✓ Bio-diesel production.
  - ✓ Coal mining- extension of life of mines and/ or development of alternative opportunities.
- Services
  - ✓ Plan Dannhauser and Utrecht to position for investment.
  - ✓ Provide adequate affordable housing and related services in towns.

#### 2.3.7 DISTRICT GROWTH AND DEVELOPMENT PLAN – VISION 2035

One of the most important purposes of a District Growth and Development Planning policy and strategy is to ensure that national, provincial and local initiatives and programs are integrated and sustainable to maximize the growth and employment impact of economic and social development projects and programs. At a district level, economic and social development policy is directly the rationalization of some of the existing provincial and local institutional structures, the suggestion of new institutions:

- (a) to target direct programs to those areas where it would have the greatest impact on local economies;
- (b) to consolidate funding that flows into local areas for economic development; and
- (c) to provide support services that would assist local communities in realizing their economic goals and visions.

The province of Kwa-Zulu-Natal has reviewed the Provincial Growth and Development Strategy which was developed in 2011, and was adopted by the Cabinet in September 2016, and the Plan in December 2016. The 2016 Provincial Growth and Development Strategy provides a strategic framework for

development in the Province; it has seven strategic goals and 31 strategic objectives which some have been changed and also added new ones, and also key specific targets linked to each strategic goal which have to be achieved by 2035. The reviewed PGDS has reworded two of its goals and added 4 new objectives to goals 1, 3, 4 and 5 as outlined below:

- Goal 1 - Enhance spatial economic development
- Goal 3 - Promote youth, gender, disability advocacy and the advancement of women
- Goal 4 - Enhance KZN waste management capacity
- Goal 5 - Expand the application of green technologies

The municipality adopted the District Growth and Development Plan in December 2014. As the ADM has commenced with the review process, we have identified some gaps with goals as they require the input from various sector departments. It is of importance that gaps be acknowledged as part of the existing DGDP, such gaps are a result of poor input from sector departments. Sector Departments were to serve as a base to set the key performance indicators and targets for 2025, 2030 and 2035 in areas that concern the basic needs of the communities.

The prevailing objective of the Amajuba DGDP is that before Amajuba District proposes future initiatives toward Growth and Development within its jurisdiction, it must have undertaken a thorough status quo review to assess the potential economic and social issues that exists. To this end the status quo assessment is a set of logical steps which helps Amajuba District to do this. It is a process that prepares evidence for sound decision-making on the advantages and disadvantages of possible empowerment options by assessing past practices and their impact. Further, this status quo review forms the basis of a sustainability plan for future growth and development initiatives.

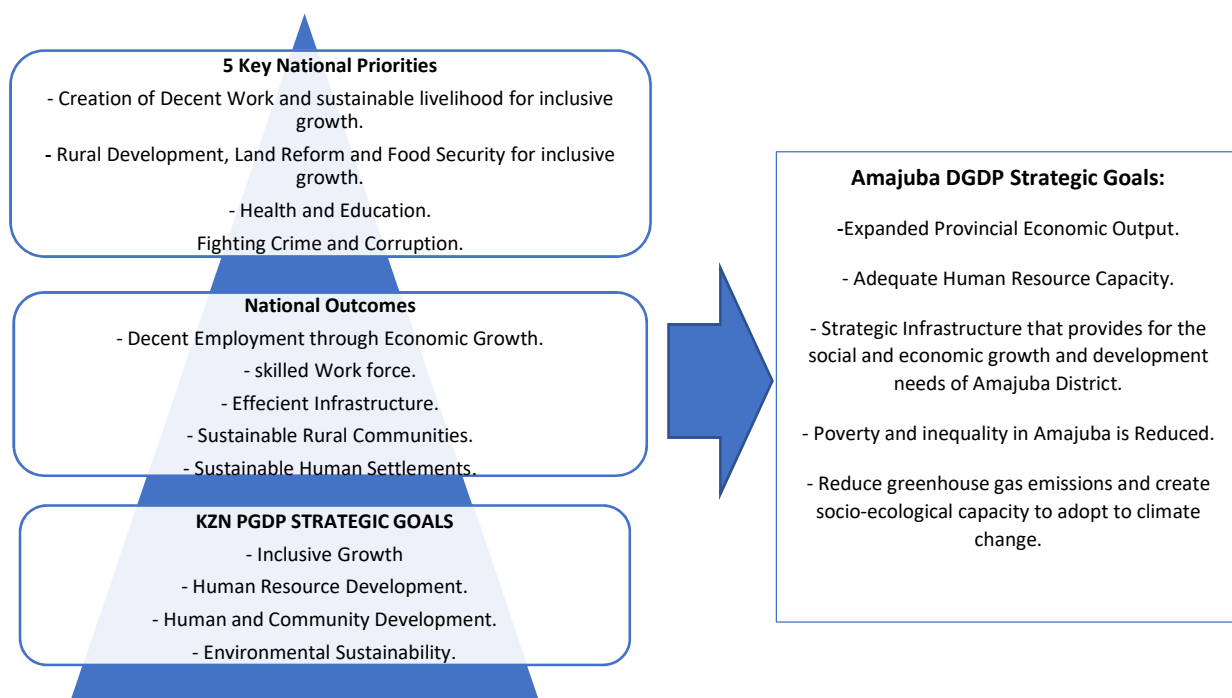
Amajuba DGDP is a description of the strategic goal areas, objectives and related indicators and targets to the year 2035. These statements describe the goal, the rationale for its inclusion in the provincial plan and how the achievement of the goal will contribute to KwaZulu-Natal's growth and development trajectory. It is imperative that during this process, a comfortable alignment between the proposed strategic goals of the Amajuba DGDP and the 7 provincial outcomes set by the KZN Provincial Cabinet.

The following entails a list of the objectives of the ADM DGDP:-

- ✓ To establish and outline a long-term vision and direction for the development in the district (vision 2035);
- ✓ To provide an overarching and coordinated framework for planning and development initiatives within each of the local municipalities and across municipal boundaries;
- ✓ To provide a spatial context and justification for priority interventions;
- ✓ To guide resource allocations of various spheres of government, service delivery agencies and private sector working within the district;
- ✓ To develop the institutional arrangement for an effective implementation of the Amajuba DGDP and the KZN PGDS;
- ✓ To align and integrate departmental strategic plans at a district level;
- ✓ To facilitate commitment of resources (human, financial, etc.) towards the implementation of strategic objectives, catalytic initiatives and other district priorities.

The alignment of the ADM DGDP objectives to national and provincial development policies is outlined in below:-





#### 2.3.8 STATE OF THE NATION ADDRESS

The President of the Republic of South Africa, Mr Cyril Ramaphosa delivered his first State of the Nation Address to Parliament on Friday, 16 February 2018. President Ramaphosa delivered his speech in the evening so that more people were able to follow proceedings and be involved in government's plans for the nation. The event was broadcast live on the internet, television and radio. The theme for this years' SONA was "Making your future work better – Learning from Madiba"

The State of the Nation Address aims to cover the following issues:

- The current political and socio-economic state of the nation, highlighting the achievements and challenges experienced over the past year and presents the programme for the year ahead.
- Assessment of our country's domestic and foreign situation and sets out the direction that should be taken to improve efforts to achieve a better life for South Africans.

The President emphasized the diverse cultures and identities that exist within the country and how it is crucial for us a nation to work together to bring change in the country. In line with the theme for the SONA 2018, President Ramaphosa also highlighted the contributions of former President Mandela, Pixley Ka Seme and Mrs Sisulu in the transformation of the country. He emphasized that for country to achieve greater heights in the future we will have to learn from. The President also conducted a brief overview on the progress made within various areas of concern that contribute to or hinder developments. Factors that have contributed negatively towards the countries possible growth included:

- ✓ The rising poverty levels in 2015 which resulted in unemployment going up and persistence of inequality.



- ✓ The economy has not grown at the pace needed to create enough jobs or lift people out of poverty
- ✓ Public finances have been constrained, limiting the ability of government to expand its investment in economic and social development.

The following achievements were mentioned in spite of the aforementioned challenges:

- ✓ Public employment programmes have created more than 3.2 million work opportunities which provide much needed income, work experience and training;
- ✓ Cost of living for the poor has been reduced;
- ✓ Free basic services programme currently supports more than 3.5 million indigent households;
- ✓ More than 17 million social grants are paid each month, benefiting nearly a third of the population.
- ✓ Nearly a million children in early childhood development facilities.
- ✓ The matric pass rate increased from 60.6 percent in 2009 to 75.1 percent last year.
- ✓ There are currently almost a million students enrolled in higher education, up from just over 500,000 in 1994.

President Ramaphosa further in his speech outlined a programme of action to improve the country's economic position, reduce unemployment and narrow the income gap. He stated categorically that:

#### Transformation

- ✓ Black industrialists will be provided support – to build a new generation of black and women producers that are able to build enterprises of significant scale and capability.
- ✓ Use competition policy to open markets to new black entrants.
- ✓ Invest in the development of township and rural enterprises.

#### Infrastructure

- Assemble team to speed up implementation of new projects, particularly water projects, health facilities and road maintenance.

#### Mining

- Intensify engagements with all stakeholders on the Mining Charter.
- Finalize the MPRDA Amendment Bill by end of first quarter this year.
- Stakeholder engagement to deal with mining fatalities.

#### Small business, co-ops, township enterprises

- Honor 30% of procurement allocation to these enterprises.
- Invest in SME incubation.
- Welcome SME Fund initiative by corporate sector.

#### Land and agriculture

- Accelerate our land redistribution programme AND make more land available.
- Expropriate land without compensation, our approach, considering food security, agricultural production and growth of the sector.

#### **Fourth industrial revolution**

- Digital Industrial revolution commission to be established.
- Allocation of spectrum to reduce barriers to entry.

#### **National Minimum Wage**

- Introduce NMW by May 1 benefiting more than 6 million South Africans.

#### **Health and NHI**

- Scale up testing and treating campaign by initiating an additional two million people on anti-retroviral treatment by December 2020.
- Implement the NHI Bill once approved by Parliament

#### **Education**

- Free higher education and training will be available to first year students from households with a gross combined annual income of up to R350,000.
- All public schools will be offering an African language.
- Introduction of National Senior Certificate examination on South African Sign Language, which will be offered to deaf learners at the end of 2018.

#### **Social Grants**

- Urgently take decisive steps to comply with all directions of the Constitutional Court.

#### **Social Sector/Civil Society**

- Convene a Social Sector Summit during this year to recognize the critical role they play in society.

#### **State/governance**

- Review the funding models of SOEs and other administrative measures.

#### **Corruption/state capture**

- Instigate commission of inquiry into state capture
- Urgently attend to the issues at the National Prosecuting Authority
- Appoint a Commission of Inquiry into Tax Administration and Governance of SARSs.
- Work closely with of sectoral departments of government

#### **2.3.9 STATE OF THE PROVINCE ADDRESS**

The State of the Province Address was delivered by the Premier of the Province of KwaZulu-Natal, Honourable Mr T.W. Mchunu on the 28<sup>th</sup> February 2018 in Pietermaritzburg at the Royal Show Grounds. The theme for this years' SOPA is "Leading with integrity towards growing an inclusive

economy, for integrated, targeted and effective service delivery to improve quality of life” which emphasized on the SONA them which was “Making your future work better – Learning from Madiba” and declared 2018 as “The year of renewal, unity and jobs” in celebrating the 100 years of Nelson Mandela.

The Premier Mr. Mchunu provided an overview on:

KZN within a National and International Context

- ✓ Noting latest developments related to international markets which boost investor confidence and the value of the rand;
- ✓ KZN is committed in the restoration of hope, dignity and renewal of the economy through good governance linked sound financial management
- ✓ Building manufacturing infrastructure for local beneficiation

Commitment to resolve on the KZN Vision 2035

The implementation of the 7 PGDP goals will assist the province in realizing its vision. The Premier emphasized as follows per goal:

✓ **Growing a more inclusive economy**

- 100 000 jobs have been created over the past year;
- Radical Economic Transformation will be used a tool to create opportunities for employment;
- Short term focus on the agriculture, manufacturing and tourism sector due to changing national and international market trends
- facilitating the participation of black people in production and agro-processing value chains through the Agri-parks Programme
- Strengthen agriculture sector by expanding its strong linkages with the manufacturing sector and refocussing our Agri-Village Programme;
- Implementation of RETP through Radical Agrarian Socio-Economic Transformation (RASET) and the Black Industrialist Programmes;
- Encourage tourism in rural areas and the periphery;
- Technology Hubs referred to in the 2017 SOPA, located in the Municipalities of Newcastle, Richards Bay, Msunduzi and Ray Nkonyeni, are all well advanced and three of them will be functional in 2018;
- Sukuma 10 000 will be launched in the coming year aimed at employing historically disadvantaged individuals and people living with disabilities;
- Create employment through the Sustainable National Youth Service project which falls under EPWP, NYDA will donate 12 mobile offices to support roll out of SNYS

✓ **Human resource development**

- 130 194 children attending 1 689 ECD Centres funded through this partnership with the Assupol Community Trust;
- Fee Free Higher Education for poor households to improve access to higher education for the poorest;
- R375 million has been budget by Provincial Departments to fund approximately 3 500 bursaries;

- R20 million will fund 437 bursaries designated for orphaned and vulnerable youth from the Premiers Discretionary Fund;
- Strengthen the Provincial HRD Council to develop partnerships between the state HRD sector and the private sector;
- Undertake a skills audit to determine the skills shortages in key areas;
- fast track and improve the efficiency of implementation of, inter alia, the Poverty Eradication Master Plan, the Social Cohesion and Moral Regeneration Strategy, the KZN Crime Prevention Strategy, as well as progress with strategies and plans to accelerate access to land and housing

✓ **Human and community development**

- The Poverty Eradication Programme has assisted over 16 000 vulnerable people in the province;
- The PEP currently benefits 119 poorest wards in the province, the programme will be expanded to 143 more wards within the province;
- R419 million over a three-year period, from the Global Fund to implement prevention programmes to reduce new HIV infections and fight TB among adolescent girls, young women and vulnerable populations;
- The 90-90-90 HIV management strategy is being implemented through the Universal Test and Treat (UTT) programme which is aimed at reducing the number of new infections;
- 1 045 of Phila Mntwana centres have been established at ECD Centres and OSS War Rooms throughout the Province and more than 300 000 children were scanned at these centres over the last year
- R1.6 billion Johnston Blaaubosch Cavan Project in Newcastle

✓ **Development of strategic infrastructure**

- development of multi-modal hubs throughout the Province;
- Dube Tradeport Cargo Terminal has increased by 138% since it opened in 2010;
- WSA to ensure they provide 75 litres of water per person per day and that we can sustain our economic growth

✓ **Ensuring environmental sustainability**

- Increase awareness on climate change and impacts

✓ **Providing good governance with clear and relevant policies**

- Improve Intergovernmental relations;
- Improve on clean audit outcome;
- Combat fraud and corruption and reduces wasteful expenditure;
- Number of municipalities have been reduced from 61 to 54; Improving the level of functionality of public participation structures;
- Managing relations between Municipal and Traditional Leadership structures;
- Eliminating unfunded budgets in municipalities;
- Improving revenue collection and debt management;
- Increasing the number of municipalities and entities with clean audits;
- Improving financial provision for Operation and Maintenance of Critical Infrastructure;
- Eliminating municipalities defaulting on payment arrangements with ESKOM;

- Preventing water losses; and
- Improving technical capacity to manage growth and development.

✓ **Striving for spatial equity**

- Reduce spatial inequalities and increase spatial access to goods and services
- Promote spatial equity and integrated land use management;
- Implement concept that encourages sustainable rural development

Current fiscal and financial forecast

- ✓ Successive reductions of the Equitable Share allocation has had a significant impact on our planning and Departmental budget allocations for the 2018/19 financial year
- ✓ Details about the nature and extent of adjustments will be covered in the Provincial Budget Speech scheduled for 16 March 2018.

Commitment to accountability

- ✓ 2018 Kwa-Zulu-Natal Citizen Satisfaction (Perception survey) to be conducted by Stats SA
- ✓ The outcome of the survey will be released by the end of 2018

Commitment to partnership

- ✓ The Provincial Stakeholder Engagement Framework is currently under review which will be released for comment during the first quarter of 2018/19

2.3.10 AMAJUBA DISTRICT BACK TO BASICS

The Presidential Local Government Summit adopted the Back to Basics approach in September 2014 as an urgent action plan to strengthen local government to better serve communities by getting the basics right. Local government (municipalities) has been a primary site for the delivery of services in South Africa since 1994. The Department of Cooperative Governance and Traditional Affairs (DCoGTA) is tasked to build and strengthen the capability and accountability of municipalities. The department has developed a set of indicators to be reported on monthly as per the pillars of the Back to Basics approach.

**The Context for the Back to Basics Concept and Approach**

- The White Paper on Local Government and the Municipal Structures Act, provided that district municipalities should fulfil the following developmental mandates:
- Ensuring integrated development planning for the district as a whole;
- Providing district-wide bulk infrastructural development and services;
- Building capacity of local municipalities in its area to perform their functions and exercise their powers, where such capacity is lacking;
- Promoting equitable distribution of resources between local municipalities in its area to ensure appropriate levels of municipal service within the area
- **Developmental local government** remains the visionary foundation for the continuing reconstruction and development of our country. The Local Government White Paper developed a vision of local government as a key component of the developmental state.
- In pursuit of that vision, basic services, social services, and civil and political rights, including participatory governance, have been progressively extended to more citizens than ever before.

*It is recognized however, that despite our delivery achievements, much still needs to be done to improve the performance of local government. **COGTA Initiated Back to Basics by:***

- Conducting a desk top assessment of municipalities in all nine provinces;
- By verifying the findings with provinces;
- By presenting this state of LG to PCC, MinMec; and a launch in Presidential LG Summit;
- By developing 3 categories of municipal performance to initiate focused action. From the assessment, it was determined that a third of the municipalities are getting the basics right and functioning well; a third are fairly functional with average performance, and room for improvement; and the final third are dysfunctional. The assessment was conducted using the following functional factors:
  1. Political stability
  2. Governance
  3. Service delivery
  4. Financial Management
  5. Institutional management
  6. Community satisfaction

**The Five Pillars of the Back to Basics Campaign are:**

1. Putting people and their concerns first;
2. Supporting the delivery of municipal services to the right quality and standard;
3. Promoting good governance, transparency and accountability;
4. Ensuring sound financial management and accounting; and
5. Building institutional resilience and administrative capability.

Below is a table with the initial categorization of ADM family municipalities in line with assessment conducted in accordance to the 5 pillars and current categorization as at 30 September 2017.

MUNICIPALITY	2014 Categorisation	B2B Assessment Template Score	Preliminary Categorisation (CMET)	Final Categorisation	Reason for final Categorisation
Amajuba District	Requiring Intervention	55%	Challenged	Challenged	Qualified Audit Opinion
Newcastle	Challenged	73%	Functional	Functional	Based on CMET Score
eMadlangeni	Functional	46%	Requiring Intervention	Requiring Intervention	Under Section 139 Intervention
Dannhauser	Functional	52%	Challenged	Updated action plan not received	

**Reporting:**

In our efforts to recognize and adequately reward good performance and ensure sufficient consequences for under-performance, the Department of Cooperative Governance and Traditional

Affairs (DCoGTA) has developed a set of indicators to be reported on monthly as per the pillars of the Back to Basics approach.

These indicators will measure whether municipalities are performing in terms of the five 'basics'. The B2B report is included as part of Appendice 13.5 below is an assessment table for the ADM family of municipalities.

MUNICIPALITIES	B2B ASSESSMENT TEMPLATE SCORE FOR QUARTER 2						
	Putting People First	Basic Service Delivery	Good Governance	Sound Financial Management	Building Capable Local Government Institutions	Overall score for Q2	Preliminary Categorisation
Amajuba DM	N/A	38%	86%	79%	38%	67%	Challenged
Newcastle LM	100%	90%	100%	47%	38%	75%	Functional
eMadlangeni LM	75%	14%	0%	0%	0%	13%	Requiring Intervention
Dannhauser LM	0%	0%	0%	0%	0%	0%	Requiring Intervention

### 2.3.11 OPERATION SUKUMA SAKHE

In February 2008, the "War on Poverty" Campaign was announced by former President Mbeki in the State of the Nation Address. In KZN, the "War on Poverty" Campaign was launched in three presidential nodal areas. The Provincial Government later adopted it as part of the KZN Flagship Programme and in April 2011, re-launched the programme as Operation Sukuma Sakhe (OSS). The top five priorities of the Provincial Government are embedded in the service delivery model of OSS are:

- Rural development/agrarian reform and food security
- Creating decent work and economic growth
- Fighting crime
- Education
- Health

The desired outcome of the service delivery model is the implementation of a comprehensive, efficient, effective, quality service delivery system that contributes to a self-reliant society in a sustainable manner. For a society to be self-reliant it is important that its members are not passive recipients of services but that they participate actively in local interventions which will have an impact on their lives.

Through community participation, individuals are able to connect with each other and they will be better placed to make decisions in terms of their individual and collective efforts towards a better life for themselves. The Government of KZN has published a Citizens' Charter that spells out what services will be provided and how they will be provided with an emphasis on service delivery improvements.

Progress achieved to date is attributed by the functionality of war-rooms is as indicated below:

Area	Structure Functionality
------	-------------------------

Total No. of wards	Fully Functional	Functional	Poorly Functional	Not Functional/Not Established
Newcastle	2	27	1	1
Actual wards	3 & 24	1, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 25, 26, 27, 28, 29, 30&31	23	2
Dannhauser	1	10		
Actual wards	11	1,2,3,4,5,6,7,8,9&10		
Emadlangeni	2	1	3	1
Actual wards	2,3	1 (Ndlamlenze)	4 (Gelykwater, Groenvlei, Zaaihoek, and Vaalbank)	1(Mange)
<b>Total Number</b>	<b>05</b>	<b>44</b>	<b>31</b>	<b>02</b>

## 2.4 Amajuba District and Government Priority Alignment

We further have a Plan in place to ensure alignment with government priorities. By aligning our priorities with Government Priorities and Plans, we facilitate the Governments implementation of Plans. The Amajuba district municipality will directly and indirectly address most of Government Plans through Plan and Priorities alignment as depicted below:

Table 7: Plan and Priorities alignment

SDGS	NDP (VISION 2035)	PGDP STRATEGIC GOALS 2035	KZN/MP Cross border priorities	DISTRICT PRIORITIES (IDP/DGDP)
<ul style="list-style-type: none"> <li>No Poverty</li> <li>Zero Hunger</li> <li>Decent work and economic growth</li> </ul>	<ul style="list-style-type: none"> <li>Create Jobs</li> </ul>	<ul style="list-style-type: none"> <li>Inclusive Economic Growth</li> </ul>	<ul style="list-style-type: none"> <li>Infrastructure and Nodal Development</li> <li>Agriculture</li> <li>Tourism</li> </ul>	<ul style="list-style-type: none"> <li>Economic Development</li> </ul>
<ul style="list-style-type: none"> <li>Industry innovation and infrastructure</li> <li>Cleaner water and sanitation</li> </ul>	<ul style="list-style-type: none"> <li>Expand infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Integrated Basic Service Delivery (Municipal Planning and Infrastructure)</li> </ul>	<ul style="list-style-type: none"> <li>Integrated Service Delivery</li> <li>Provision of quality water and Sanitation</li> </ul>
<ul style="list-style-type: none"> <li>Affordable and clean energy</li> <li>Responsible consumption and production</li> <li>Climate action</li> <li>Life below water</li> </ul>	<ul style="list-style-type: none"> <li>Use resources properly (Low-Carbon Energy)</li> </ul>	<ul style="list-style-type: none"> <li>Environmental Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Environmental Management</li> </ul>	<ul style="list-style-type: none"> <li>Environmental Management</li> <li>Air Quality Management</li> <li>Disaster Management</li> </ul>



SDGS	NDP (VISION 2035)	PGDP STRATEGIC GOALS 2035	KZN/MP Cross border priorities	DISTRICT PRIORITIES (IDP/DGDP)
<ul style="list-style-type: none"> <li>Life on land</li> </ul>				
<ul style="list-style-type: none"> <li>Gender Equality</li> <li>Reduced inequalities</li> <li>Sustainable cities and communities</li> </ul>	<ul style="list-style-type: none"> <li>Inclusive planning</li> </ul>	<ul style="list-style-type: none"> <li>Spatial Equity</li> </ul>	<ul style="list-style-type: none"> <li>Social Development</li> <li>Community Awareness Campaigns (Operation Vuka Sisebenze)</li> </ul>	<ul style="list-style-type: none"> <li>Municipal Planning</li> <li>Public Participation</li> <li>Spatial Development Alignment</li> <li>Spatial Management and Equity</li> </ul>
<ul style="list-style-type: none"> <li>Quality Education</li> </ul>	<ul style="list-style-type: none"> <li>Quality education</li> <li>Build a capable state</li> </ul>	<ul style="list-style-type: none"> <li>Human Resource Development</li> </ul>	<ul style="list-style-type: none"> <li>Education</li> </ul>	<ul style="list-style-type: none"> <li>Skills Development</li> </ul>
<ul style="list-style-type: none"> <li>Good health and well-being</li> </ul>	<ul style="list-style-type: none"> <li>Quality health care</li> <li>Unite the nation</li> </ul>	<ul style="list-style-type: none"> <li>Human and Community Development</li> </ul>	<ul style="list-style-type: none"> <li>Health</li> </ul>	<ul style="list-style-type: none"> <li>Social Facilitation and Development</li> </ul>
<ul style="list-style-type: none"> <li>Peace, Justice and strong institutions</li> <li>Partnerships for the goals</li> </ul>	<ul style="list-style-type: none"> <li>Fight corruption</li> </ul>	<ul style="list-style-type: none"> <li>Governance and Policy</li> </ul>	<ul style="list-style-type: none"> <li>Programme of Action through Public Participation</li> <li>Intergovernmental Relations</li> </ul>	<ul style="list-style-type: none"> <li>Risk and fraud reduction</li> <li>Institutional Governance</li> <li>Clean Audit</li> <li>Revenue Enhancement</li> </ul>

### 3 Situational Analysis

Section 26 of the MSA (Act No 32. of 2000) prescribes that the Integrated Development Plan (IDP) of a Municipality must include an assessment of the existing level of development; the development priorities of the municipality, knowledge on available and accessible resources; as well as proper information and the understanding of the dynamics influencing development in the district.

However, the greatest challenge is regarding the availability of up-to-date information for analysis purpose. The information from Statistics South Africa's Census 2011 and Community Survey 2016 has been the main sources, coupled with administrative records sourced within the district and the local municipalities and government departments.

The following sources were utilised to compile the situational analysis:

- STATSSA, Census 2011
- STATSSA, Community Survey 2016
- Municipal Demarcation Board

#### 3.1 Demarcation in the ADM

The Municipal Demarcation Board is an independent authority responsible for the determination of municipal boundaries. The Board's status as an independent authority is also protected by section 3

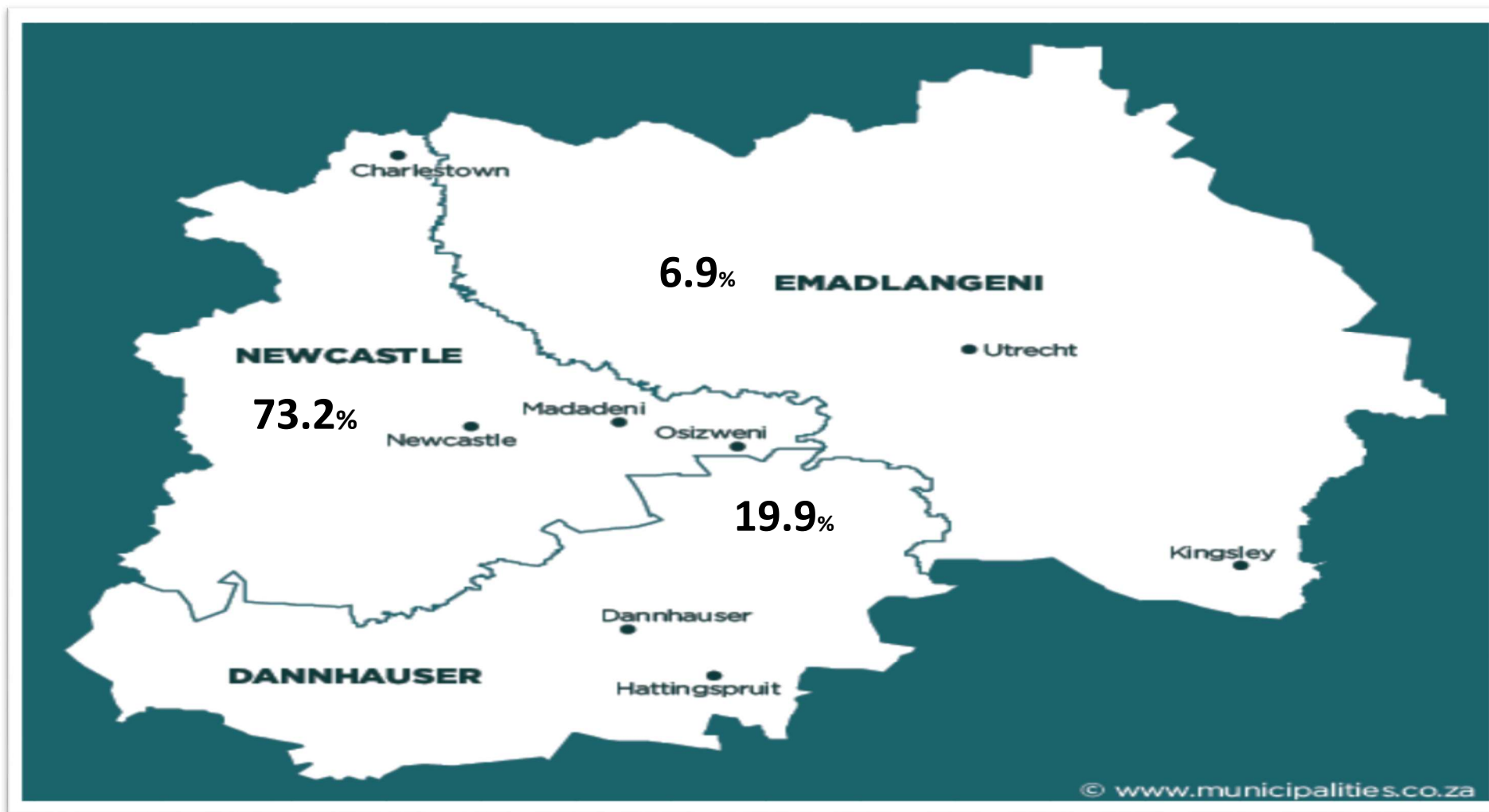
of The Local Government: Municipal Demarcation Act, 1998, and various judgments by the Constitutional Court. The MDB project for the local elections saw reconfiguration of boundaries in Newcastle LM which had 31 wards and now has 34 wards. In Emadlangeni LM reconfiguration of boundaries increased wards from 4 wards to 6 wards. In Dannhauser LM reconfiguration of boundaries increased wards from 11 wards to 13 wards.

### 3.2 Population Distribution

Amajuba district comprises of a total population which is estimated at 531 327 people who are accommodated on 117 256 households. Newcastle has the highest population which is estimated at 389 117 people (90 347 households) within 34 wards followed by Dannhauser 105 341 people (20 242 households) within 13 wards and Emadlangeni with 36 869 people (6 668 households) within 6 wards.

Municipality	Total Population			Population Growth Rate (2011-2016)
	2001	2011	2016	
Newcastle	332 981	363 236	389 117	7.1%
Emadlangeni	32 277	34 442	36 869	7.0%
Dannhauser	102 779	102 161	105 341	3.1%
Amajuba	468 036	499 839	531 327	6.3%

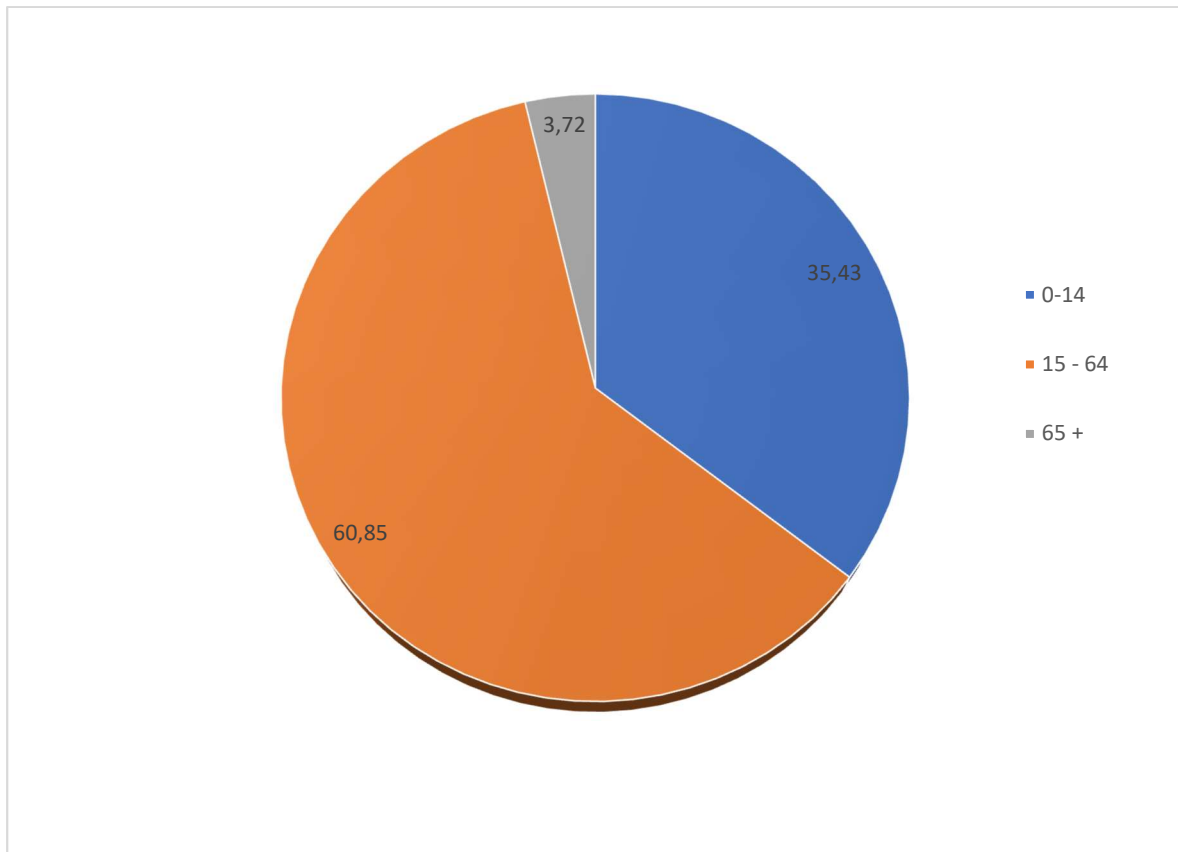
Source: Statistics SA, Census 2011 & Community Survey 2016



Source: ADM GIS

### 3.3 Population Size

The population in Amajuba DM is characterised by a large economically inactive age cohort (0-14) that constitutes 35.4% of the population. The Amajuba district has a composition of 60.9% for the age cohort of 15-60, with 3.7% that account for the remainder of the population for the age cohort above 65 years. Most of the population is youthful however 36% those considered under EAP are unemployed.



Source: Statistics SA – Census2011, Community Survey 2016 no 30-06-2016

### 3.4 Population Groups

The population of Amajuba comprises mainly of Africans which form 93.2% of the population followed by whites (3.4%), Asians (20.8%) and Coloured (0.6%), 67.6% of the Africans is geographically located in Newcastle. It is noted that for the year 2016 Asians don't form part of the population of Emadlangeni LM.

Population Groups					
Group / Municipality	Year	Newcastle LM	Emadlangeni LM	Dannhauser LM	Amajuba DM
African	2011	335142	32001	99650	466793
	2016	359 117	33870	102129	495 116

White	2011	14275	1968	787	17030
	2016	13816	2603	1685	18104
Asian	2011	11686	42	1439	13167
	2016	13664	-	1121	14785
Coloured	2011	2733	431	285	3449
	2016	2519	396	406	3321

Source: Statistics SA – Census2011, Community Survey 2016 no 30-06-2016

### 3.5 Number of Households

The number of households within the district has increased between 2011 and 2016, from 110 963 to 117 256, with an increase average household size (from an average of 4.4 persons per household to 4.5 persons per household). Immigration and birth contribute to the increased number people within the geographical area, this is supported by the increase in average household size as depicted in the table below.

Municipality	Number of Households			Average Household Size		
	2001	2011	2016	2001	2011	2016
Newcastle	71 164	84 272	90 347	4.6	4.2	4.3
Emadlangeni	6 187	6 252	6 668	4.7	5.2	5.5
Dannhauser	19 320	19 320	20 242	5.3	4.9	5.2
Amajuba	96 670	110 963	117 256	4.7	4.4	4.5

Source: Statistics SA – Census2011, Community Survey 2016 no 30-06-2016

#### 3.5.1 DWELLING TYPOLOGIES

In the ADM there are 117 256 households 84% of those houses are formal structures wherein 81% of those households are in Newcastle. There are 5.3% informal dwellings and 9.2% traditional dwelling in Amajuba with Dannhauser having 29.3% of traditional dwellings. The table below depicts the type of dwellings and the numbers in relation to the types and the municipal area.

2016					
Municipality	Formal	Informal	Traditional	Other	Total
Newcastle LM	80473	5813	2816	1245	90347
Emadlangeni LM	4494	97	2077	-	6668
Dannhauser LM	14020	261	5936	25	20242
Amajuba DM	98987	6171	10828	1270	117256

Source: Statistics SA – Community Survey 2016 no 30-06-2016

### 3.5.2 TENURE STATUS

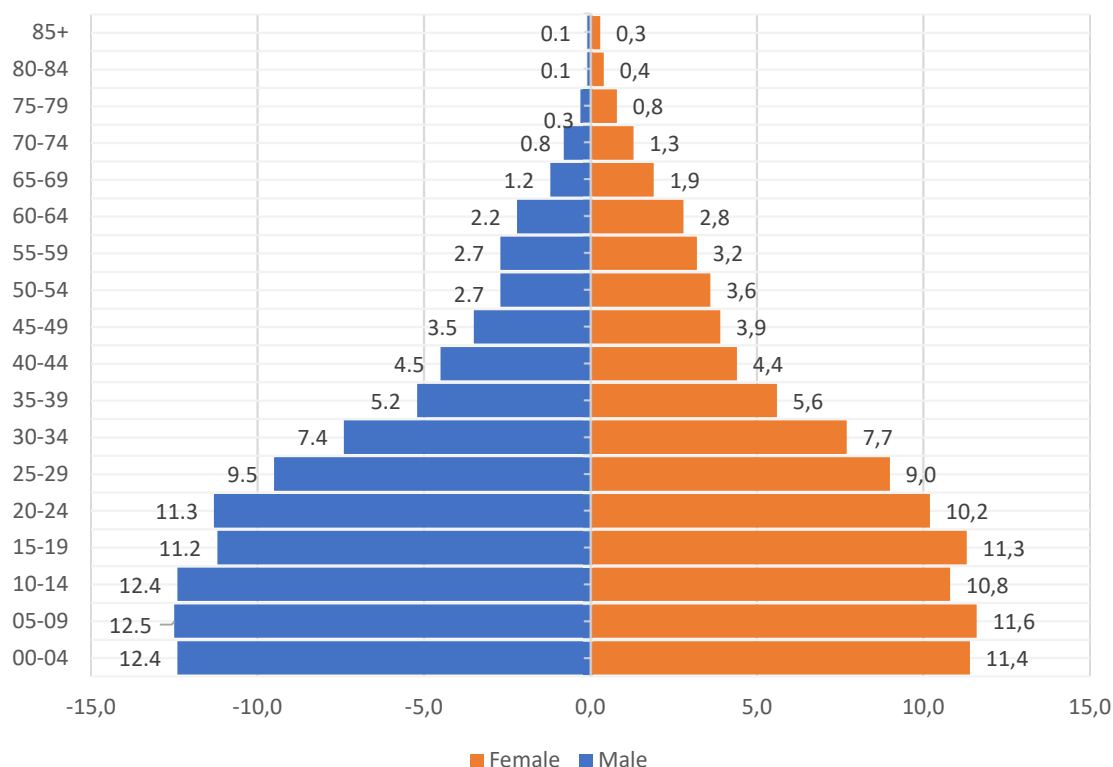
The Community Survey 2016 was conducted by Statistics SA revealing that the tenure ownership has increased in comparison to the Area Based Plan statistics, however there are still challenges in areas such as Emadlangeni where in a significant portion of the land is privately owned and utilized for agricultural purposes. This is a positive indication for ownership of land tenure however it poses a huge challenge on the local and district municipality in terms of provision of basic services. The table shows the tenure status as per the Community Survey 2016.

	Amajuba	Newcastle	Emadlangeni	Dannhauser
<b>Rented from private individual</b>	59814	35991	1263	22560
<b>Rented from other (incl. municipality and social housing ins</b>	13202	12320	670	212
<b>Owned; but not yet paid off</b>	51533	40141	1252	10141
<b>Owned and fully paid off</b>	299546	220852	30695	47998
<b>Occupied rent-free</b>	71572	48281	740	22551
<b>Other</b>	28575	25177	1553	1846
<b>Do not know</b>	6983	6253	697	34
<b>Unspecified</b>	102	102	-	-

## 3.6 Demographic Characteristics

### 3.6.1 AGE AND GENDER STRUCTURE

Viewing the Pyramid, the graph clearly outlines that the District has a population structure that is normal for developing regions. At the tip of the pyramid there is evidence that the life expectancy is increasing which is generally a good indication as it translates that there are improvements in health and the general livelihood of the residence in the ADM. The youth forms part of the EAP at 38.7% and adults contributing 19.7% of the total population.



Source: Statistics SA – 2016 Community Survey no 30-06-2016

Viewing the Pyramid, the graph clearly outlines that the District has a population structure that is normal for developing regions. At the tip of the pyramid there is evidence that the life expectancy is increasing which is generally a good indication as it translates that there are improvements in health and the general livelihood of the residence in the ADM. The youth forms part of the EAP at 38.7% and adults contributing 19.7% of the total population.

Male		Female		Sex Ratio	
2011	2016	2011	2016	2011	2016
238 712	253 829	261 127	277 498	91	91

Source: Statistics SA – 2011 Census, 2016 Community Survey no 30-06-2016

There has been a marginal change in the gender profile of the district – with females accounting for 52.2% in 2016 (an increase of 0.1% in 2001 and maintaining the number in comparison to data from Census 2011) with a sex ratio of 91/100.

### 3.6.2 MIGRATION (INTERNAL/EXTERNAL)

It is challenging to properly monitor the movement of people within the district, evidently there are already indicators that there is a lot of movement within the district when we look at the distribution of our population over the years. The table below indicates the number of people that have move to other areas and no longer reside in our district and the number of people that have migrated to our district.

	Amajuba	Newcastle	Emadlangeni	Dannhauser
<b>Emigration</b>	1787	1460	152	174
<b>Year</b>	<b>Immigration</b>			
<b>2014</b>	5472	4773	226	473
<b>2015</b>	10482	8631	576	1276
<b>2016</b>	5255	4319	276	660

Source: Statistics SA – 2016 Community Survey no 30-06-2016

From the table above it is noted that there was a peak in immigration during the year 2015 compared to the years 2014 and 2016. The reasons for the increase in the number of people coming in 2015 cannot be explained and requires further investigation.

### 3.6.3 POVERTY LEVELS

The KZN Provincial Treasury released the KZN Multiple Deprivation Index in 2011. The index is based on income levels, employment levels, health, education, access to services, and crime rates. Each local municipality is allocated a score for each of the indicators, which are then totalled to derive the deprivation index for each locality. Fifty-one local municipalities in KZN were analysed, and then ranked in ascending order - from 1 (highest level of deprivation) to 51 (lowest level of deprivation).

The table below lists the rankings for each local municipality within Amajuba District Municipality according to each indicator, and provides the final ranking of each locality against the other municipalities within the province.

	Income	Employment	Health	Education	Living Environment	Crime	Final Ranking
Newcastle	45	50	11	45	45	30	49/51
Emadlangeni	20	19	5	36	36	29	21/51
Dannhauser	3	8	44	21	16	28	11/51

Source – Provincial Treasury

Dannhauser has the highest levels of deprivation within the District, ranked 11 out of the 51 municipalities in the province. Newcastle has the lowest levels of deprivation and ranks more favourably within the district and provincial context (49/51).

The table below indicates the total number of people below the poverty line. The data reveals that 50% of the population with the ADM is below the lower poverty line. The major contributing factors are the high unemployment rates and minimum job opportunities.

	Amajuba	Newcastle	eMadlangeni	Dannhauser
<b>Year</b>	<b>People below the food poverty line (StatsSA defined) 2015</b>			
<b>2014</b>	172 763	116 708	13 946	42 109
<b>2015</b>	172 152	117 417	13 950	40 785
<b>Year</b>	<b>People below the lower poverty line (StatsSA defined)</b>			
<b>2014</b>	263 508	179 701	20 904	62 904



<b>2015</b>	262 609	180 610	20 788	61 212
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Source: KZN Provincial Treasury (HIS Markit: Regional Explorer)

### 3.6.4 HUMAN DEVELOPMENT (HDI AND GINI COEFFICIENT)

The Gini coefficient is commonly used as a measure of inequality of income or wealth. The Gini coefficient ranges from 0 to 1 - where a low Gini coefficient indicates a more equal distribution (with 0 corresponding to complete equality); while higher Gini coefficients indicate more unequal distribution, (with 1 corresponding to complete inequality).

The highest level of inequality between 2014 and 2015 within the Amajuba District is found in the Emadlangeni Local Municipality. In 2015, Dannhauser had the lowest level of inequality at 0.55, indicating a comparatively more equal distribution than the other localities.

Year	Amajuba	Newcastle	Emadlangeni	Dannhauser
<b>2014</b>	0,58	0,60	0,51	0,52
<b>2015</b>	0,62	0,63	0,59	0,55

Source: KZN Provincial Treasury (HIS Markit: Regional Explorer)

The Human Development Index (HDI) is a statistical tool used to measure a country's overall achievement in its social and economic dimensions. Calculation of the index combines four major indicators: life expectancy for health, expected years of schooling, mean of years of schooling for education, and Gross National Income per capita for standard of living. HDI is used to keep track of the level of development of a country, as it combines all major social and economic indicators that are responsible for economic development.

In a report of data compiled by the Infrastructure Management and Economic Services from the KZN Provincial Treasury in 2017, the Amajuba District had an HDI of 0.57 in 2014 and an HDI of 0.58 which indicates progress in the development of people in the area. Newcastle local municipality has an improved HDI score of 0.60 in 2015 in comparison to that of 2014 which scored 0.59. Newcastle is considered more developed in comparison to Emadlangeni (0.51) and Dannhauser (0.52).

Year	Amajuba	Newcastle	Emadlangeni	Dannhauser
<b>2014</b>	0,57	0,59	0,50	0,50
<b>2015</b>	0,58	0,60	0,51	0,52

Source: KZN Provincial Treasury (HIS Markit: Regional Explorer)

### 3.6.5 ECONOMIC PROFILE

In overall terms, the Amajuba District made a limited contribution to the economy of KwaZulu-Natal in 2016, contributing for about 3.5% of the total provincial GVA, with the structure of the District economy differing from the structure of the provincial economy.

Year	Gross Value Added – All Sectors				
	KZN	Amajuba	Newcastle	Emadlangeni	Dannhauser
<b>2014</b>	R441 348 652	R13 840 018	R11 050 951	R1 093 146	R1 695 922

INTEGRATED DEVELOPMENT PLAN 2018/19  
AMAJUBA DISTRICT MUNICIPALITY

2015	R444 390 988	R14 045 149	R11 178 021	R1 099 257	R1 767 871
2016	R446 745 306	R14 213 252	R11 349 051	R1 086 750	R1 777 452

Source: KZN Provincial Treasury (HIS Markit: Regional Explorer)

Agriculture accounts for approximately 4.4% of the provincial GVA, and has grown in the province on average by approximately 3.2% over the past 5 years. Agriculture contributes 3% towards the district economy, and has declined dramatically.

2016	Amajuba	Newcastle	eMadlangeni	Dannhauser
Agriculture	447 433	237 683	169 979	39 771
Mining	1 822 613	649 263	271 512	901 837
Manufacturing	2 071 261	1 829 844	61 517	179 901
Electricity	243 320	213 528	12 994	16 798
Construction	425 632	347 867	33 194	44 571
Trade	1 352 221	1 151 246	72 960	128 016
Transport	1 008 852	820 271	83 219	105 362
Finance	1 853 845	1 688 661	67 680	97 503
Community services	2 622 922	2 137 031	267 553	218 338
<b>Total Industries</b>	<b>11 848 099</b>	<b>9 075 395</b>	<b>1 040 609</b>	<b>1 732 096</b>
Taxes less Subsidies on products	953 771	787 952	58 455	107 364
<b>Total (Gross Domestic Product - GDP)</b>	<b>12 801 870</b>	<b>9 863 346</b>	<b>1 099 064</b>	<b>1 839 460</b>

Source: KZN Provincial Treasury (HIS Markit: Regional Explorer)

- ✓ 21% of the district's GVA stems from the manufacturing sector, while this figure is 16% for the Amajuba district. However, the Amajuba District experienced negative growth (-1.6%), compared to an average annual growth in the province of 0.4%.
- ✓ Mining is relatively small however it contributes substantially within the district contributing 14% to total GVA, but this is more than the province's contribution of 1.7%.
- ✓ The general government sector (Community service) contributes approximately 12.8% to the provincial GVA, while this figure is 20% for the district.
- ✓ The business services sector (finance) accounts for 14% of total GVA in Amajuba, in comparison with 11% in the province. Average annual growth was about 6.6% for the district, compared to 2.7% for KZN.

### 3.6.6 EMPLOYMENT PROFILE

The strict definition of the unemployment rate excludes those who are not-economically active, i.e. those who have become discouraged from seeking employment. The expanded definition includes all people who are within the working age population.

2016	Amajuba	Newcastle	eMadlangeni	Dannhauser
<b>Agriculture</b>	4 122	3 433	286	403
<b>Mining</b>	331	153	66	112
<b>Manufacturing</b>	12 974	10 554	977	1 442
<b>Electricity</b>	285	215	21	48

<b>Construction</b>	7 396	5 887	578	930
<b>Trade</b>	24 636	18 914	2 392	3 329
<b>Transport</b>	6 863	5 371	621	871
<b>Finance</b>	12 778	10 078	1 030	1 670
<b>Community services</b>	20 964	16 697	1 661	2 606
<b>Households</b>	8 001	6 107	644	1 251
<b>Total</b>	<b>98 350</b>	<b>77 411</b>	<b>8 277</b>	<b>12 663</b>

Source: KZN Provincial Treasury (HIS Markit: Regional Explorer)

It is noted that up to 71% of those within the working age population in Amajuba are unemployed according to the expanded definition. In Dannhauser, 79% of all those willing and able to work, are unemployed. Overall however, the high unemployment rates are a reflection of a large portion of the working age population that have either been discouraged from seeking employment due to a lack of opportunities, or who are actively seeking employment but cannot find any opportunities.

<b>Year</b>	<b>Amajuba</b>	<b>Newcastle</b>	<b>eMadlangeni</b>	<b>Dannhauser</b>
<b>2014</b>	31,9%	30,3%	30,3%	40,7%
<b>2015</b>	31,9%	30,3%	30,2%	40,8%
<b>2016</b>	33,7%	32,0%	31,7%	43,0%

Source: KZN Provincial Treasury (HIS Markit: Regional Explorer)

The assessment above on unemployment are based on the official definition, Dannhauser has the highest unemployment rate within the district. It is also evident that over the years unemployment rates are increasing throughout the district.

### 3.7 District Health Profile

South Africa is in the process of introducing an innovative system of healthcare financing - the National Health Insurance (NHI) and Amajuba forms part of the Districts that the NHI will piloted in. Amajuba was chosen by the Provincial leadership because of its peculiarity in that it is both rural and urban; has adequate health care facilities, and will yield immediate results in terms of readiness for the actual implementation of the NHI.

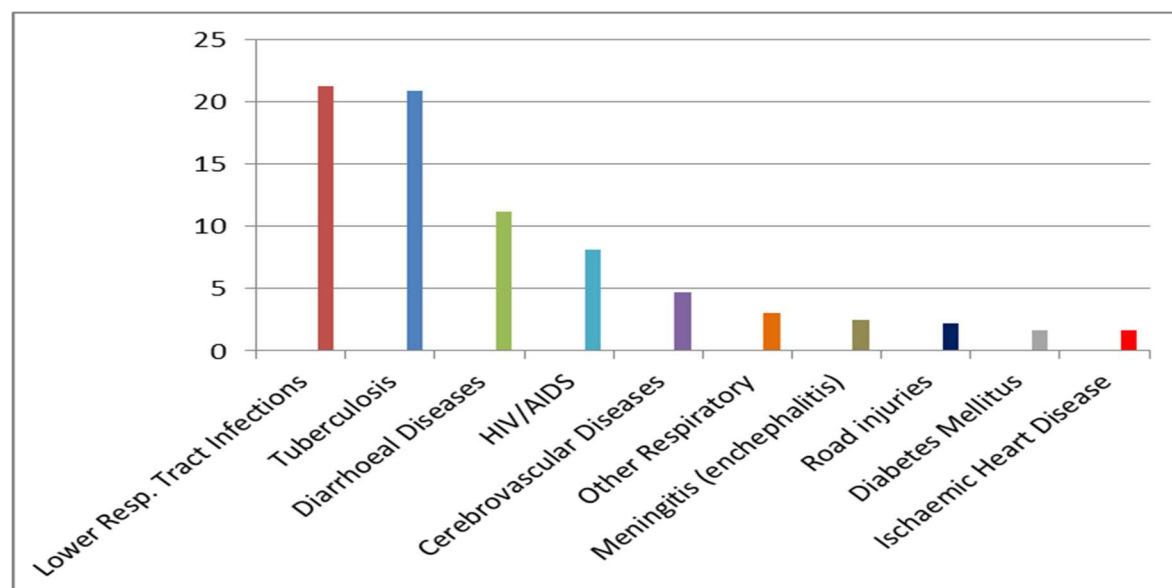
- ✓ In Amajuba, capacity building involving change management training has been given to 53 Managers and all operational managers in the primary health care institutions have been trained on data collection and reporting tools. The District has also commenced with mobile pharmacy services where more than 1,200 clients now collect their medicine in the Sukuma Sakhe War Rooms. Twelve (12) school health teams have been appointed and are already servicing 4 232 Grade 1 learners at 98 schools. The District has also appointed a clinical specialist team that consists of 1 advanced midwife and a primary health care nurse. To improve the quality of care, procurement of essential equipment for both clinics and hospitals is now in the tender stage and the replenishment of linen in hospitals underway.

✓ The District demographic factors are critical determinants in health service planning and delivery and are important variables that can direct targeted interventions to the population at risk or vulnerable to morbid conditions. The number of households over the years has increased; looking at the table above it is evident that the numbers of households in the ADM have sharply increased between 2001 and 2011.

The Newcastle sub-district accounts for the majority (84 270) of the households found within Amajuba District. This is consistent with the population distribution which suggests that most the population within the district resides in Newcastle Municipality. Emadlangeni LM has the least households by the highest household average for 2011 which is typical for a rural area with little services available. It is important to highlight that the majority (52.4%) of the household are headed by males whereas 47.6% are female headed households. About 0.6% of the total Amajuba District households are headed by children between the ages of 10-15 years whilst 0.9% of the households are headed by 85 years and older citizens.

### 3.7.1 MORTALITY

The district mortality report shows that Tuberculosis (TB) and Diarrhoeal Diseases (DD) continue to be one of the leading causes of deaths though these can be prevented. However, the district analysis of the DD as one of the leading causes of deaths revealed some gaps on clinician's diagnostic criteria.

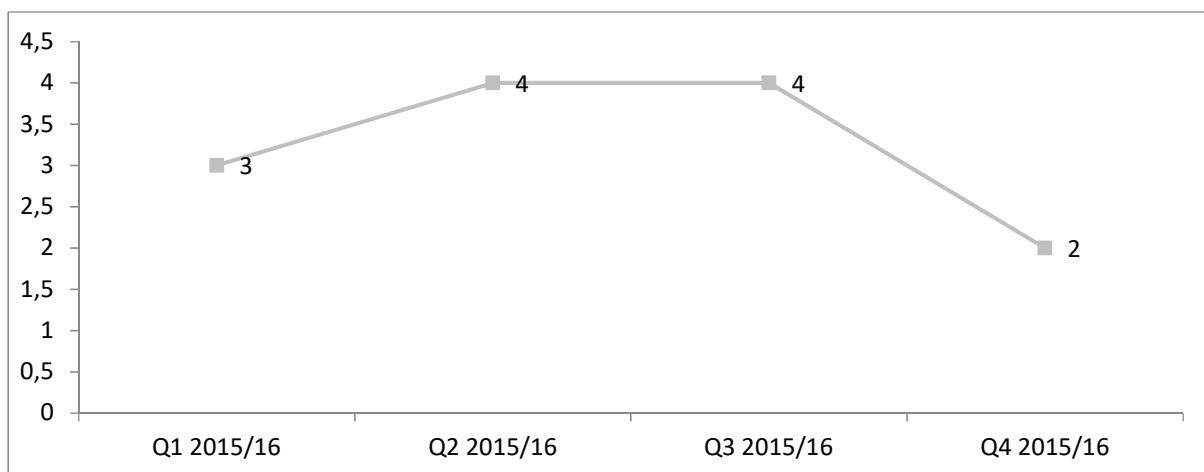


Source: DHB 2017/18

In many of the cases whose records were audited, diarrhoea was secondary to the primary disease but reported as the cause of death. The district will address this concern with the relevant clinicians as this negatively impacts on planning. Using mortality profile information need to be accompanied by initiatives aimed at improving medical certification of the actual cause of death.

### Maternal Mortality

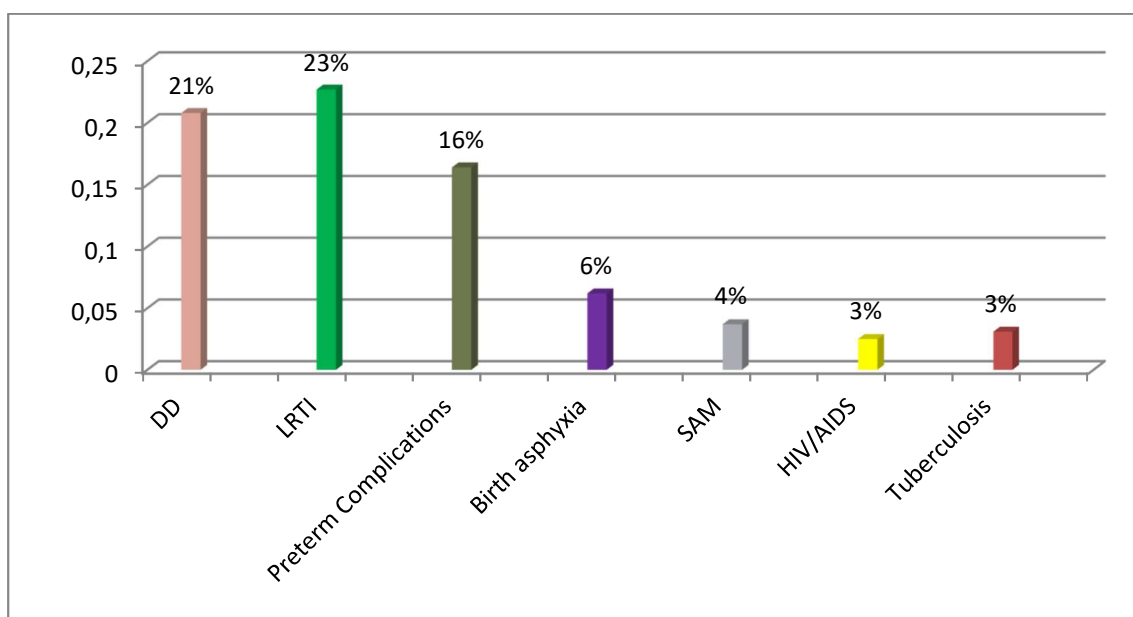
Most the maternal deaths were related to complications of pregnancy. There were however, other causes of maternal mortality that were related to the diseases of lifestyle and anaesthetic complication.



Source: DHP 2017/18 Facility maternal mortality report

#### Neonatal, Infant and child mortality

Most of the neonatal deaths in Amajuba district were due to the following: Extreme Prematurity, Asphyxia, neonatal sepsis congenital malformations other diseases, congenital pneumonia, cardiac lesions, intraventricular haemorrhage.



Source: Facility Mortality data

The district has persistent poor performance in neonatal deaths which is high in extreme premature babies as their weight ranging between 500g and 900g. The maternal factors attributed towards premature labour are hypertensive disorders, untreated infections.

#### 3.7.2 NON-COMMUNICABLE DISEASE

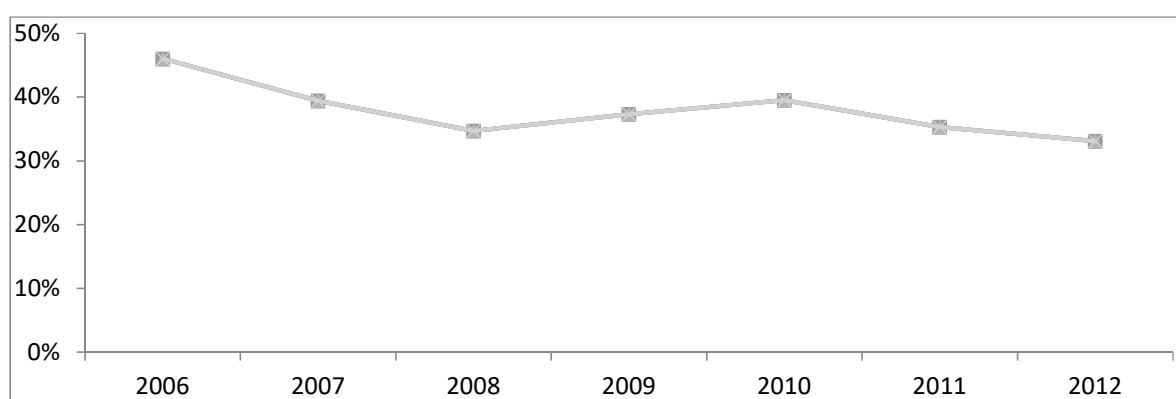
The threat of Non-Communicable Disease (NCD) mirrors some concerns for the population of Amajuba District and responsiveness of our health system. The increasing number of new clients diagnosed with Hypertension is concerning. This however is attributed to the improving lifespan of our citizens as a result of successful ART programme and physical inactivity. With HPT and Diabetes Mellitus (DM)

among the top 10 mortal diseases in Amajuba, targeted interventions need to be directed to the population at risk of developing these diseases.

The high burden of Tuberculosis (TB) in Amajuba district (425 new cases during Q2 in 2015) still remain a concern despite efforts and resources that have been injected to support the programme for better outcomes. The increasing number of new TB cases need to be looked at closely and aggressive efforts implemented towards screening all clients that visits our facilities for early detection and initiation of treatment.

### 3.7.3 HIV/AIDS PREVALENCE AND INCIDENCE

There is a steady decline in the HIV prevalence at Amajuba District. This (epidemiologically) can be attributed to HIV positive clients living longer while on ART treatment and a decline in new HIV infections because of strengthened HIV prevention efforts.



Source: DHP 2017/18

### 3.7.4 ACCESS TO FACILITIES

The Dannhauser Community Health Centre (CHC) began its full operations during the first quarter of 2015/16 financial year thus increasing access to all its citizens. This facility also added on the ten (10) fixed Primary Health Care facilities that already exist in Dannhauser sub-district. There are no PHC mobile teams attached to the institution currently, but the two (2) teams that are serving Dannhauser Mobile points are still attached to Madadeni Hospital hence their headcount is still reported under Newcastle sub-district.

Emadlangeni sub-district population have access to two (2) fixed PHC facilities and 3 PHC mobile teams. Newcastle sub-district population to PHC facility is very high compared to the other 2 sister-sub-districts, this is mainly due to few (13) clinics for a population of more than 360 000 which is three (3) times more than the population of Dannhauser which has 10 fixed clinics. Consideration and prioritization for new PHC facilities should be directed to Newcastle.

Newcastle sub-district population to PHC facility is very high compared to the other 2 sister-sub-districts, this is mainly due to few (13) clinics for a population of more than 360 000 which is three (3) times more than the population of Dannhauser which has 10 fixed clinics and a Community Health Centre. Emadlangeni also has a high population to PHC as compared to Dannhauser sub-district.

Municipality	Facility Type	Number	% with Electricity	% with Piped Water Supply	% with Fixed Line Telephones
Dannhauser	District Hospital	Nil	100%	100%	100%
	Clinics	10	100%	100%	100%
Newcastle	District Hospital	2	100%	100%	100%
	Clinics	13	100%	100%	100%
Emadlangeni	District Hospital	1	100%	100%	100%
	Clinics	2	100%	50%	50%
District Total	District Hospital	3	100%	100%	100%
	Clinics	25	100%	90%	96%

✓ Source: Department of Health – DHP 2017/18

✓

The district, through the District Health System (DHS), provides health services to the population using the Primary Health Care (PHC) approach. A complete list of the range of health care facilities and services available within the Amajuba District, are provided below.

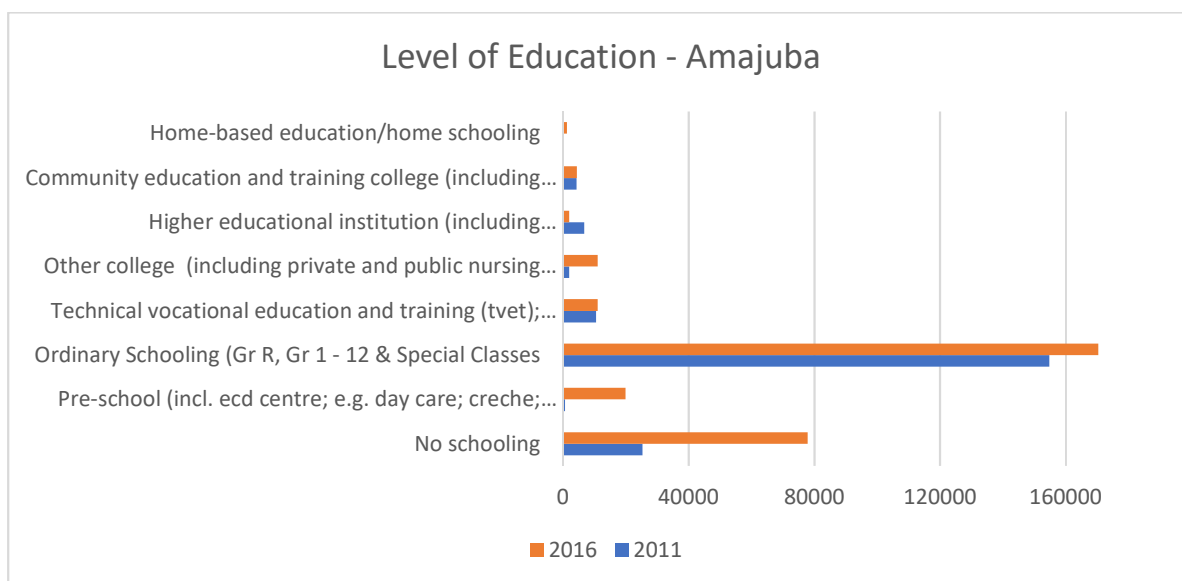
### 3.8 District Education Profile

Education is a component ensuring progressive human development. Education provides a tool of empowerment for all people young and old. The Department has marked 4 categories for schools being Primary Schools, Secondary Schools, Combined Schools and LSEN (Special Schools), of the 247 schools in the Amajuba District Circuit 6 schools are specific for Special Needs. The Department of education has various goals set to achieve the indicators set in the NDP, the goals include:

- ✓ Early childhood development
- ✓ Improve teaching and learning
- ✓ Capacity of state to intervene and support quality education
- ✓ Increased accountability for improved learning
- ✓ Human resource development and management of schools
- ✓ Infrastructure and learning material to support effective education

It is noted that the proportion of the population with no schooling has increased significantly between 2011 and 2016, from 25352 to 77923. In spite of this, numbers in Pre-school and ordinary schooling have increased significantly. Below is a table detailing the numbers on the level of education in the district followed by a graph.

Level of education	2011	2016
No schooling	25352	77923
Pre-school (incl. ecd centre; e.g. day care; creche; playgro	643	19940
Ordinary Schooling (Gr R, Gr 1 - 12 & Special Classes	154822	170384
Technical vocational education and training (tvvet); formerly	10603	11079
Other college (including private and public nursing college	2050	11079
Higher educational institution (including university/univers	6825	1973
Community education and training college (including adulted)	4396	4447
Home-based education/home schooling	317	1259
Total	205008	298084



The Department has made strides in improving the quality of education however it still faces several challenges which are associated to resources and can be summarized as follows:

- Limited budget/Financial constraints
- Increase in population (urban migration) results in a constant need of new or upgraded infrastructure
- Natural elements (the area of Amajuba is prone to storms and strong winds that cause a lot of infrastructural damage to existing schooling infrastructure)

The table below contains two sets of backlogs identified by the Department of Education, the information under the header Infrastructure Backlogs is specific to tools used by the students and the header on Admin Resource Backlog is specific to the operational needs for staff. The data contained below was through a study conducted by DOE and is only limited to teaching rooms and support spaces and excludes water and sanitation services.

Infrastructure Backlog				
Std Classrooms	Gr R. Classrooms	Multipurpose/ Specialist Rooms	Computer Rooms	Media Centres/ Library
292	240	357	240	112
Admin Resource Backlog				
Admin Offices	Store Rooms	Strong Rooms	SNP Kitchen	
694	1024	131	210	

Source: KZN DOE User Asset Management Plan 2018/19

The programmes planned by DOE for 2018/19 – 2020/21



INTEGRATED DEVELOPMENT PLAN 2018/19  
AMAJUBA DISTRICT MUNICIPALITY

NATEMIS	Project Name	District/District Municipality	Local Municipality	Latitude (S)	Longitude (E)	Nature of Investment	Programme Implementer/ IA	2018/19	2019/20	2020/21
500268361	SISIZAKELE PRIMARY SCHOOL	AMAJUBA	Newcastle	-27,77613	30,09078	Upgrades and additions	DoPW	0	1 997	1 091
500343693	SIYATHUTHUKA PRIMARY SCHOOL - NEWCASTLE	AMAJUBA	Newcastle	-27,7591	30,13508	Upgrades and additions	DoPW	0	0	0
500340511	EMTHUNZINI PRIMARY SCHOOL	AMAJUBA	Newcastle	-27,63427	29,96095	Upgrades and additions	Independent Development Trust	0	0	0
500189144	LUTHILUNYE PRIMARY SCHOOL	AMAJUBA	Dannhauser	-27,39812	30,43586	Upgrades and additions	Independent Development Trust	0	0	216
500193436	MAHLEKEHLATHINI PRIMARY SCHOOL	AMAJUBA	Newcastle	-27,67937	29,8951	Upgrades and additions	Independent Development Trust	0	0	0
500191660	MANDLAMASHA INTERMEDIATE SCHOOL	AMAJUBA	Dannhauser	-27,95937	30,02795	Upgrades and additions	Independent Development Trust	0	0	0
500212528	MLAMLELI PRIMARY SCHOOL	AMAJUBA	Newcastle	-27,75772	30,04989	Upgrades and additions	Independent Development Trust	1 205	426	0
500213712	MNTIMANDE PRIMARY SCHOOL	AMAJUBA	Newcastle	-27,7837	30,07981	Upgrades and additions	Independent Development Trust	961	175	0
500288415	UMLWANE PRIMARY SCHOOL	AMAJUBA	Dannhauser	-27,69576	30,41351	Upgrades and additions	Independent Development Trust	0	0	0
500253154	QHUBIMFUNDO PRIMARY SCHOOL	AMAJUBA	Dannhauser	-27,78244	30,11213	Upgrades and additions	KZNDoe	0	0	315

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500303770	SIZAMOKUHLE PRIMARY SCHOOL	AMAJUBA	Newcastle	-27,76426	30,11255	Upgrades and additions	KZNDoe	0	0	315
500449291	CELANI PRIMARY SCHOOL	AMAJUBA	Newcastle	-27,7564	30,067	New/ Replacement Infrastructure Assets	DoPW	0	2 403	7 627
500221926	MZAMO SECONDARY SCHOOL	AMAJUBA	Newcastle	-27,79153	30,09785	New/ Replacement Infrastructure Assets	Independent Development Trust	6 265	0	0
500449217	SEBENZILE PRIMARY SCHOOL	AMAJUBA	Newcastle	0	0	New/ Replacement Infrastructure Assets	KZNDoe	0	3 366	0
500449254	SHEPSTONE LAKE PRIMARY SCHOOL	AMAJUBA	Dannhauser	-27,8593	30,1766	New/ Replacement Infrastructure Assets	KZNDoe	0	588	0
500130980	EMALAHLENI COMBINED SCHOOL (UTRECHT)	AMAJUBA	Newcastle	-27,656	30,29726	Refurbishment and rehabilitation	DoPW	0	0	355
500163355	INGOGO PRIMARY SCHOOL	AMAJUBA	Newcastle	-27,57726	29,91861	Refurbishment and rehabilitation	DoPW	0	0	80
500246124	PANORAMA COMBINED SCHOOL	AMAJUBA	Newcastle	-27,73348	29,95563	Refurbishment and rehabilitation	DoPW	0	12 780	3 171
500269915	SIYAMUKELA SECONDARY SCHOOL	AMAJUBA	Newcastle	-27,753	30,0298	Refurbishment and rehabilitation	DoPW	2 986	1 586	0

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500270914	SIZAKANCANE PRIMARY SCHOOL	AMAJUBA	Newcastle	-27,79622	30,08506	Refurbishment and rehabilitation	DoPW	0	0	200
500271136	SIZANANI SECONDARY SCHOOL	AMAJUBA	Newcastle	-27,76029	30,12471	Refurbishment and rehabilitation	DoPW	18 249	6 000	0
500489954	THEMBINKOSI PRIMARY SCHOOL	AMAJUBA	Dannhauser	-27,79296	30,16804	Refurbishment and rehabilitation	DoPW	0	0	102
500200023	TUGELA SCHOOL	AMAJUBA	Newcastle	#N/A	#N/A	Refurbishment and rehabilitation	DoPW	0	0	102
500285455	TUGELA SPECIAL SCHOOL	AMAJUBA	Newcastle	-27,76187	29,9423	Refurbishment and rehabilitation	DoPW	0	0	111
500156103	HLALANATHI SECONDARY SCHOOL	AMAJUBA	Newcastle	-27,7531	30,0537	Maintenance and repairs	DBSA	500	0	0
500176120	KINGSLEY SIVANANDA COMBINED SCHOOL	AMAJUBA	Dannhauser	-27,9261	30,5319	Maintenance and repairs	DBSA	514	0	0
500186591	LINCOLN HEIGHTS SECONDARY SCHOOL	AMAJUBA	Newcastle	-27,75815	29,91983	Maintenance and repairs	DBSA	1 875	0	0
500290561	UTRECHT COMBINED SCHOOL	AMAJUBA	Newcastle	-27,65946	30,3194	Maintenance and repairs	DBSA	3 961	1 123	0
500113183	BUHLEBENTUTHUKO PRIMARY	AMAJUBA	Dannhauser	-27,78098	30,13996	Refurbishment and rehabilitation	DoPW	0	105	119
500128205	EKUBONGENI PRIMARY SCHOOL	AMAJUBA	Newcastle	-27,58652	29,86812	Refurbishment and rehabilitation	DoPW	0	516	200

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500131794	EMBABANE PRIMARY SCHOOL	AMAJUBA	Dannhauser	-27,86502	30,15201	Refurbishment and rehabilitation	DoPW	43	0	0
500414622	ENHLANHLENI PRIMARY SCHOOL	AMAJUBA	Dannhauser	-27,99457	30,17679	Refurbishment and rehabilitation	DoPW	0	105	100
500186221	LETHUKUTHULA PRIMARY SCHOOL	AMAJUBA	Dannhauser	-27,99089	30,14639	Refurbishment and rehabilitation	DoPW	0	105	125
500186591	LINCOLN HEIGHTS	AMAJUBA	Newcastle	-27,75815	29,91983	Refurbishment and rehabilitation	DoPW	0	105	125
500215266	MOSSDALE PRIMARY SCHOOL	AMAJUBA	Dannhauser	-27,97436	29,95939	Refurbishment and rehabilitation	DoPW	0	102	125
500222407	MZIWETHU SECONDARY SCHOOL	AMAJUBA	Dannhauser	-27,86358	30,15289	Refurbishment and rehabilitation	DoPW	69	0	0
500223406	NCANDU COMBINED SCHOOL	AMAJUBA	Newcastle	-27,81684	29,89209	Refurbishment and rehabilitation	DoPW	0	105	125
500257076	SABELA SECONDARY SCHOOL	AMAJUBA	Newcastle	-27,75623	30,04686	Refurbishment and rehabilitation	DoPW	320	0	0
500105598	ST LEWIS BERTRANDS SECONDARY SCHOOL	AMAJUBA	Newcastle	-27,78192	30,09431	Refurbishment and rehabilitation	DoPW	380	0	0
500489954	THEMBINKOSI PRIMARY SCHOOL	AMAJUBA	Dannhauser	-27,79296	30,16804	Refurbishment and rehabilitation	DoPW	0	102	110
500290598	UTRECHT PRIMARY SCHOOL	AMAJUBA	Newcastle	-27,66961	30,30892	Refurbishment and rehabilitation	DoPW	0	102	110

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500186961	LINGANI PRIMARY SCHOOL	AMAJUBA	Dannhauser	-27,78393	30,12629	Refurbishment and rehabilitation	DoPW	0	105	1 332
500186221	LETHITHEMBA SECONDARY SCHOOL	AMAJUBA	Dannhauser	-27,99089	30,14639	Upgrades and additions	Independent Development Trust	915	427	0
500414585	SIPHESIHLE PRIMARY SCHOOL	AMAJUBA	Newcastle	-27,7692	30,0792	Upgrades and additions	Coega Development Corporation	226	0	0
500114145	CACA PRIMARY SCHOOL	AMAJUBA	Dannhauser	-27,94704	30,15781	Upgrades and additions	DoPW	0	1 000	215
500122396	DNC COMBINED SCHOOL	AMAJUBA	Dannhauser	-28,0538	30,0188	Upgrades and additions	DoPW	6 954	427	0
500135383	EMXHAKENI PRIMARY SCHOOL	AMAJUBA	Newcastle	-27,76826	30,22732	Upgrades and additions	DoPW	0	0	295
500186961	LINGANI PRIMARY SCHOOL	AMAJUBA	Dannhauser	-27,78393	30,12629	Upgrades and additions	DoPW	0	0	316
500414474	MEHLWANE PRIMARY SCHOOL	AMAJUBA	Dannhauser	-27,96016	30,20239	Upgrades and additions	DoPW	0	75	419
500269841	SIYALUNGELWA SECONDARY SCHOOL - NEWCASTLE	AMAJUBA	Newcastle	-27,57268	29,90777	Upgrades and additions	DoPW	0	290	215
500272135	SLANGRIVIER PRIMARY SCHOOL	AMAJUBA	Dannhauser	-27,464284	30,082455	Upgrades and additions	DoPW	0	0	278
500440115	UMZILA PRIMARY SCHOOL	AMAJUBA	Dannhauser	-27,832263	30,215597	Upgrades and additions	DoPW	0	205	770
500158434	HOPE COMBINED SCHOOL	AMAJUBA	Newcastle	-27,72593	29,97422	Upgrades and additions	KZNDoE	0	5 236	12 597
500268842	SITHOBELUMTHETHO SENIOR PRIMARY SCHOOL	AMAJUBA	Newcastle	-27,77158	30,0587	Upgrades and additions	KZNDoE	0	0	11 501

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AMAJUBA DISTRICT MUNICIPALITY

500318126	ZAMA SECONDARY SCHOOL	AMAJUBA	Newcastle	-27,77587	30,15386	Upgrades and additions	KZNDoe	0	6 879	12 217
500103193	ANNANDALE PRIMARY SCHOOL	AMAJUBA	Dannhauser	-27,91549	30,11678	Upgrades and additions	DoPW	0	2 500	1 200
500103230	ANNIEVILLE SENIOR PRIMARY SCHOOL	AMAJUBA	Dannhauser	-27,9467	30,15717	Upgrades and additions	DoPW	0	1 120	920
500107744	BETHAMOYA SECONDARY SCHOOL	AMAJUBA	Newcastle	-27,74649	30,04394	Upgrades and additions	DoPW	0	100	0
500110408	BLAAUWBOSCH PRIMARY SCHOOL	AMAJUBA	Newcastle	-27,79053	30,09512	Upgrades and additions	DoPW	0	50	0
500111888	BOTHAS PASS INTERMEDIATE SCHOOL	AMAJUBA	Newcastle	-27,64999	29,74077	Upgrades and additions	DoPW	0	50	323
500113183	BUHLEBENTUTHUKO PRIMARY SCHOOL	AMAJUBA	Dannhauser	-27,78098	30,13996	Upgrades and additions	DoPW	0	400	215
500114145	CACA PRIMARY SCHOOL	AMAJUBA	Dannhauser	-27,94704	30,15781	Upgrades and additions	DoPW	0	1 225	52
500114811	CATHULANI PRIMARY SCHOOL	AMAJUBA	Newcastle	-27,7704	30,0608	Upgrades and additions	DoPW	0	1 225	52
500114996	CEBELIHLE PRIMARY SCHOOL	AMAJUBA	Newcastle	-27,77263	30,12012	Upgrades and additions	DoPW	0	50	0
500449291	CELANI PRIMARY SCHOOL	AMAJUBA	Newcastle	-27,7564	30,067	Upgrades and additions	DoPW	0	92	270
500117068	CLAVIS PRIMARY SCHOOL	AMAJUBA	Newcastle	-27,425624	29,872689	Upgrades and additions	DoPW	0	50	0
500120620	DEDANGIFUNDE SECONDARY SCHOOL	AMAJUBA	Newcastle	-27,77406	30,07111	Upgrades and additions	DoPW	0	1 225	52
500130980	EMALAHLENI COMBINED SCHOOL (UTRECHT)	AMAJUBA	Newcastle	-27,656	30,29726	Upgrades and additions	DoPW	0	50	0
500137159	ENHLOKWENI PRIMARY SCHOOL	AMAJUBA	Dannhauser	-27,78844	30,14922	Upgrades and additions	DoPW	0	50	0

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AMAJUBA DISTRICT MUNICIPALITY

500140193	ESIDIDIDINI PRIMARY SCHOOL	AMAJUBA	Newcastle	-27,74893	30,08572	Upgrades and additions	DoPW	0	400	215
500143523	EZINCWADINI SENIOR PRIMARY SCHOOL	AMAJUBA	Newcastle	-27,7492	30,04384	Upgrades and additions	DoPW	0	50	0
500155881	HLABANA PRIMARY SCHOOL	AMAJUBA	Newcastle	-27,74558	30,02716	Upgrades and additions	DoPW	0	50	0
500162689	INDONI JUNIOR PRIMARY SCHOOL	AMAJUBA	Dannhauser	-27,77618	30,16022	Upgrades and additions	DoPW	0	50	0
500162726	INDONSA SECONDARY SCHOOL	AMAJUBA	Dannhauser	-27,78474	30,12305	Upgrades and additions	DoPW	0	1 925	215
500166981	INZULULWAZI SECONDARY SCHOOL	AMAJUBA	Dannhauser	-27,91058	30,11754	Upgrades and additions	DoPW	0	50	0
500167018	IPHUNGUPHUNGU PRIMARY SCHOOL	AMAJUBA	Dannhauser	-27,92888	30,1764	Upgrades and additions	DoPW	0	50	0
500448440	ISABALOSETHU	AMAJUBA	Newcastle	-27,77555	30,29771	Upgrades and additions	DoPW	0	300	265
500401339	ISIBONELESIHLE INTERMEDIATE SCHOOL	AMAJUBA	Newcastle	-27,77506	30,2969	Upgrades and additions	DoPW	0	50	0
500440004	IZAZI HIGH SCHOOL	AMAJUBA	Newcastle	-27,76051	30,183141	Upgrades and additions	DoPW	0	300	265
500173826	KHASelihle PRIMARY SCHOOL	AMAJUBA	Newcastle	-27,754	30,03194	Upgrades and additions	DoPW	0	50	0
500174455	KHIPHOKUHLE SECONDARY SCHOOL	AMAJUBA	Dannhauser	-27,88957	30,19624	Upgrades and additions	DoPW	0	50	0
500175787	KILKEEL PRIMARY SCHOOL	AMAJUBA	Dannhauser	-27,9051	30,1802	Upgrades and additions	DoPW	0	50	0

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500185777	LEMBE PRIMARY SCHOOL	AMAJUBA	Dannhauser	-27,51132	30,52576	Upgrades and additions	DoPW	0	50	0
500185925	LENGOLA SECONDARY SCHOOL	AMAJUBA	Dannhauser	-27,891533	30,274133	Upgrades and additions	DoPW	0	400	215
500186961	LINGANI PRIMARY SCHOOL	AMAJUBA	Dannhauser	-27,78393	30,12629	Upgrades and additions	DoPW	0	1 452	45
500195878	MANA SECONDARY SCHOOL	AMAJUBA	Dannhauser	-27,94497	30,15246	Upgrades and additions	DoPW	0	1 452	45
500191660	MANDLAMASHA INTERMEDIATE SCHOOL	AMAJUBA	Dannhauser	-27,95937	30,02795	Upgrades and additions	DoPW	0	50	0
500206793	MDUTSHULWA PRIMARY SCHOOL	AMAJUBA	Dannhauser	-27,94469	30,21271	Upgrades and additions	DoPW	0	75	419
500212528	MLAMLELI PRIMARY SCHOOL	AMAJUBA	Newcastle	-27,75772	30,04989	Upgrades and additions	DoPW	250	427	0
500221112	MUZOKHANYAYO SECONDARY SCHOOL	AMAJUBA	Dannhauser	-27,82571	30,16434	Upgrades and additions	DoPW	0	80	0
500227513	NGCAKA PRIMARY SCHOOL	AMAJUBA	Dannhauser	-27,349129	30,388817	Upgrades and additions	DoPW	0	80	0
500230473	NHLOSOKUHLE HIGH SCHOOL	AMAJUBA	Newcastle	-27,78976	30,09313	Upgrades and additions	DoPW	0	300	265
500234173	NOKUKHANYA PRIMARY SCHOOL	AMAJUBA	Dannhauser	-27,78317	30,12514	Upgrades and additions	DoPW	0	2 256	638
500218929	NTENDEKA COMBINED SCHOOL	AMAJUBA	Newcastle	-27,83457	30,09115	Upgrades and additions	DoPW	0	80	0
500243349	OKHALWENI PRIMARY SCHOOL	AMAJUBA	Dannhauser	-27,92817	30,247	Upgrades and additions	DoPW	0	80	0
500252414	QAPHELANI JUNIOR PRIMARY SCHOOL	AMAJUBA	Newcastle	-27,74507	30,0522	Upgrades and additions	DoPW	0	80	0
500253154	QHUBIMFUNDO PRIMARY SCHOOL	AMAJUBA	Dannhauser	-27,78244	30,11213	Upgrades and additions	DoPW	0	2 000	215



INTEGRATED DEVELOPMENT PLAN 2018/19  
AMAJUBA DISTRICT MUNICIPALITY

500256780	RUTLAND INTERMEDIATE SCHOOL	AMAJUBA	Dannhauser	-27,945	30,21365	Upgrades and additions	DoPW	0	80	129
500256928	S E VAWDA PRIMARY SCHOOL	AMAJUBA	Newcastle	-27,75691	29,92287	Upgrades and additions	DoPW	0	35	313
500257076	SABELA SECONDARY SCHOOL	AMAJUBA	Newcastle	-27,75623	30,04686	Upgrades and additions	DoPW	0	1 000	215
500259999	SEBENZANI PRIMARY SCHOOL	AMAJUBA	Dannhauser	-27,79073	30,10991	Upgrades and additions	DoPW	0	80	129
500260628	SESIYABONGA SECONDARY SCHOOL	AMAJUBA	Dannhauser	-27,79135	30,11441	Upgrades and additions	DoPW	0	80	0
500267917	SIPHUTHANDO COMBINED SCHOOL	AMAJUBA	Dannhauser	-28,02989	30,05971	Upgrades and additions	DoPW	0	80	129
500343693	SIYATHUTHUKA PRIMARY SCHOOL	AMAJUBA	Newcastle	-27,7591	30,13508	Upgrades and additions	DoPW	0	2 225	570
500303770	SIZAMOKUHLE PRIMARY SCHOOL	AMAJUBA	Newcastle	-27,76426	30,11255	Upgrades and additions	DoPW	0	1 474	215
500271765	SIZWE PRIMARY SCHOOL	AMAJUBA	Newcastle	-27,79631	30,08352	Upgrades and additions	DoPW	0	300	265
500105598	ST LEWIS BERTRANDS SECONDARY SCHOOL	AMAJUBA	Newcastle	-27,78192	30,09431	Upgrades and additions	DoPW	0	80	129
500414511	V S ZULU PRIMARY SCHOOL	AMAJUBA	Newcastle	-27,76355	30,01105	Upgrades and additions	DoPW	0	80	129
500293854	VUMELANI PRIMARY SCHOOL	AMAJUBA	Newcastle	-27,75646	30,02941	Upgrades and additions	DoPW	0	80	129
500298294	ZABALAZA INTERMEDIATE SCHOOL	AMAJUBA	Newcastle	-27,74563	30,04134	Upgrades and additions	DoPW	0	80	129
500301032	ZIZUZELE PRIMARY SCHOOL	AMAJUBA	Dannhauser	-27,8339	30,11489	Upgrades and additions	DoPW	0	80	129

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AMAJUBA DISTRICT MUNICIPALITY

500203537	MBALENHLE PRIMARY SCHOOL	AMAJUBA	Newcastle	-27,7525	30,02596	Upgrades and additions	Independent Development Trust	125	0	0
500449254	SHEPSTONE LAKE PRIMARY SCHOOL	AMAJUBA	Dannhauser	-27,8593	30,1766	Upgrades and additions	Independent Development Trust	488	243	0
500267251	SIPHENI SENIOR PRIMARY SCHOOL	AMAJUBA	Newcastle	-27,75528	30,03278	Upgrades and additions	Independent Development Trust	1 117	242	0
500322196	UMCEBOWOLWAZI SENIOR PRIMARY SCHOOL	AMAJUBA	Newcastle	-27,76693	30,06946	Upgrades and additions	Independent Development Trust	469	175	0

### 3.9 Demographic Key Findings

- The ADM experienced growth rate of 6.3% with lowest growth rate being 3.1% at Dannhauser between 2011 and 2016;
- It is noted that the majority of the population is in Newcastle with 73% of the population residing in its jurisdiction, 20% in Dannhauser and 7% in Emadlangeni respectively;
- Africans form 93% of the population;
- The sex ratio being 91, females constitute 52% of the population and males 48% respectively;
- The population of ADM constitutes largely of an economically active population at 61% within the age cohort of 15-64 followed by the children in the age cohort 0-14 at 35% and senior citizens at 4% respectively;
- The municipality has an unemployment rate 27.6% as per the official definition with the highest employment rate being in Dannhauser with 39.6% of the population being unemployed;
- On the multi deprivation index for KZN the most deprived municipality is Dannhauser LM ranking 11/51, followed by Emadlangeni at 21 and Newcastle at 49;
- Human Development Index for Amajuba stands at 0.62 for 2015 which is an improvement from 0.58 for 2011 indicating a comparatively equal distribution of income;
- The total number of households within the ADM is 117 256 with an average household size of 4.5 people per dwelling;
- 84% of the total households in the ADM of the 117 256 households are formal dwellings, 16% are informal and traditional dwellings;
- High migration patterns are noted for Newcastle;
- A major contributor of mortality within the ADM is lower respiratory tract infections
- There is an increase in education consolidating all categories from 205008 in 2011 to 2019 084 in 2016
- 43% of the ADM's GVA stems from the mining and manufacturing sector, while this figure is 16% for the Amajuba district.

## 4. Municipal Transformation & Institutional Development

### 4.1 Human Resource Development

Part 4 Section 67 of the MSA 32 of 2000 makes provision for Municipalities to develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration in accordance to applicable law and subject to any applicable collective agreement. The Human Resource Strategic Plan will support Council's strategic plan, business strategy and Mission, Vision, by providing the Council with a strategic approach to the management of its people through specifically focusing on employee:

- attraction and retention,
- equal opportunity,
- employee training and development,
- performance management,
- workplace health and safety,
- employee relations strategic staffing and
- service delivery.

ADM has developed several policies that deal with Human Resource (HR) related matters. These policies have been tabled to council, the list of these policies are summarised below and are also available on our website:

• Access to Employee Files	• Investigation of Fraud and Corruption	• Smoking
• Anti-fraud and anti-corruption	• Mayoral Vehicle	• Staff Study Bursary
• Communication	• Official Attendance of Funerals	• Subsistence Allowance: Visits Outside the Country
• Confidentiality	• Pool Vehicle	• Substance Abuse
• EE Affirmative Action	• Protective Clothing	• Training and Development
• Employee Wellness	• Recruitment and Selection	• Use of Municipal Assets & Resources
• Employee Promotion	• S&T	• Whistle Blowing
• Internship Programme	• Security of Municipal Affairs	• Internship Programme
• Task Job Evaluation	• Transport Allowance Scheme	

The Human Resources Strategic Plan will act as the stratagem to carry on achieving the needs and expectations of the growing Amajuba District area within the resources available to Council. It is in place to ensure that HR policies and procedures are documented and communicated in a timely and comprehensible manner, and that implementation is monitored.

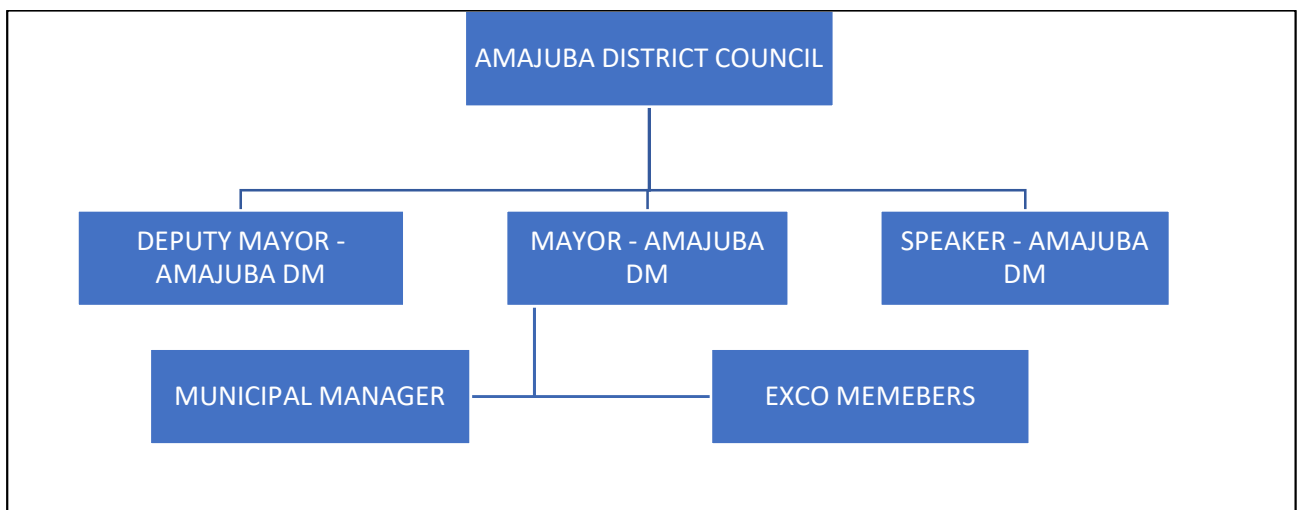
It also serves as a tool to improve business processes (automate, standardize, and integrate) through an enhanced Human Resources Information System Architecture. The strategy will assist when the ADM has to recruit, hire, motivate, and retain the best and the brightest employees to carry out our mission. Building a work environment that is diverse and sensitive to our employees and the community that we serve.

In accordance with the Employment Equity Act (No. 55 of 1998), the District Municipality developed and implemented the Employment Equity Plan, and as required by the said Act. The Plan reflects the significant progress the District Municipality has achieved thus far and actions to address challenges relating to enhanced demographic reprehensively, skills development, fast-tracking, diversity management and organizational culture assessment.

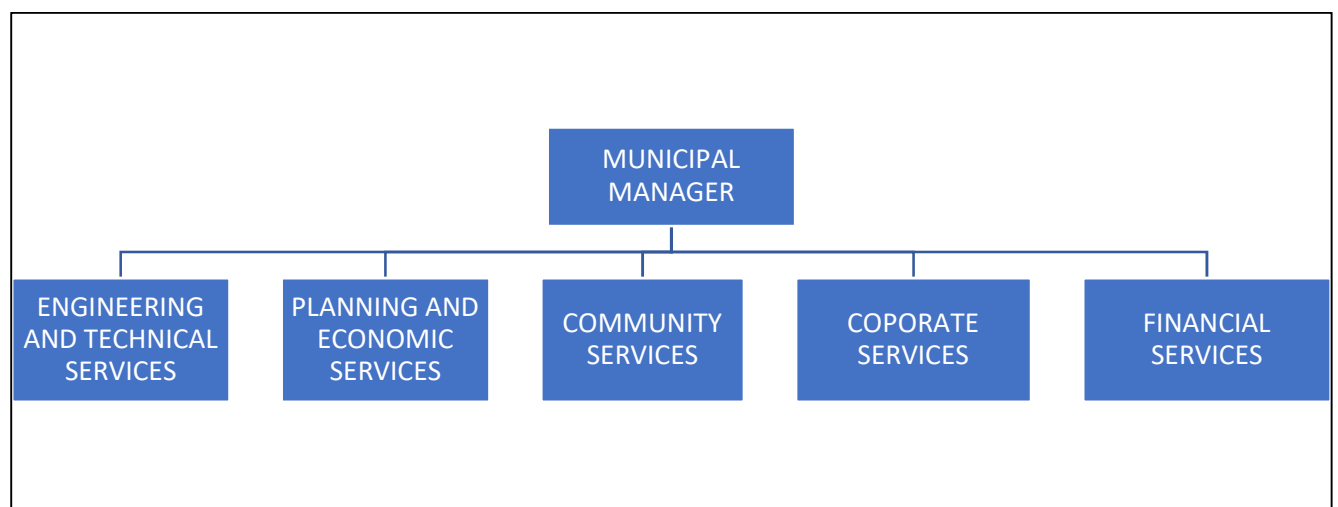
#### 4.1.1 ORGANISATIONAL STRUCTURE/ ORGANOGRAM

The institutional structure is aligned with the assigned powers and functions allocated to ADM. The organogram which indicates all posts per department as well as whether these have been filled is attached. On an annual basis Council of ADM adopts a revised structure of the organisation that will support the objectives of Council and support the implementation of the IDP. The ADM is currently undertaking the process of Job Evaluation. The ADM is currently reviewing its Human Resource Strategy 2011-2015 which contains the Skills Development Plan.

##### ADM Approved Council Structure



##### Office of the Municipal Manager – Units/Functions



In view of the brief organisational structure classified per department, it is crucial to note that there are positions identified but have not been filled. These identified positions are positions that have been deemed necessary for the ADM, due to financial constraints the vacancy rate for the institution is 24.48% with a total staff compliment of 245.

The Performance Management System (PMS) is linked to the HODs roles and responsibilities, the table reflects all the services that the various departments are supposed to provide.

OFFICE OF THE MUNICIPAL MANAGER	PLANNING AND DEVELOPMENT	CORPORATE SERVICES
<b>Leadership</b> <ul style="list-style-type: none"> <li>Overall responsibility for the organization</li> <li>Form and develop efficient and effective administration.</li> <li>Advise political structures and political office bearers.</li> <li>Ensure implementation of decisions of political structures.</li> <li>Ensure implementation of national and provincial legislation/ laws.</li> <li>Accountability for financial and other resources in the municipality.</li> <li>IDP Alignment and Institutional Support</li> </ul> <b>Performance Management System (PMS)</b> <ul style="list-style-type: none"> <li>Organizational PMS</li> <li>Annual Report</li> </ul>	<b>Development Planning</b> <ul style="list-style-type: none"> <li>Spatial Development Frameworks (SDF)</li> <li>Land Use Management Systems (LUMS)</li> <li>Geographic Information Systems (GIS)</li> <li>Relevant IDP Sector Plans</li> <li>Housing and Land Reform Coordination</li> <li>District Information Management System (DIMS)</li> <li>Support to Dannhauser and eMadlangeni</li> </ul>	<ul style="list-style-type: none"> <li>General administration</li> <li>Fleet Administration</li> <li>Property Management</li> <li>Security Services</li> <li>Cleaning/Gardening Services</li> </ul>
<b>Planning and Monitoring</b> <ul style="list-style-type: none"> <li>Integrated Development Planning in terms of the MSA and the MFMA</li> <li>Performance Management Systems in terms of the MSA and the MFMA.</li> </ul>	<b>Departmental Policy Development and sourcing of project funds</b>	<ul style="list-style-type: none"> <li>Secretariat</li> </ul>
<b>Public Relations</b> <ul style="list-style-type: none"> <li>Promote access to information.</li> <li>Provide <i>ad hoc</i> assistance to the Mayor's office.</li> <li>Media liaison.</li> <li>Coordinate &amp; organize official functions.</li> <li>IDP</li> <li>PMS</li> </ul>	<b>Communication</b> <ul style="list-style-type: none"> <li>Strategic Planning</li> </ul>	
<b>Internal audit and audit committee</b> <ul style="list-style-type: none"> <li>Internal Audit, Performance &amp; Risk Management</li> </ul>	<b>Environmental Management in terms of NEMA</b>	<ul style="list-style-type: none"> <li>Council Support</li> </ul>
		<ul style="list-style-type: none"> <li>Legal Services</li> <li>Labor Relations</li> </ul>
<b>Internal Relations</b>	<b>Local Economic Development</b> <ul style="list-style-type: none"> <li>Local Tourism, Agriculture and Commerce and Industry</li> </ul>	<ul style="list-style-type: none"> <li>Policies and Procedures</li> </ul>

OFFICE OF THE MUNICIPAL MANAGER	PLANNING AND DEVELOPMENT	CORPORATE SERVICES
	<ul style="list-style-type: none"> <li>SMME Support and Poverty Alleviation</li> <li>AFLED sub-committee administration</li> <li>Project management</li> </ul>	
Municipal Entities – UTW	Information Technology <ul style="list-style-type: none"> <li>Network administration</li> <li>Policy Development and Implementation</li> <li>District Information Management System</li> <li>Support services to Dannhauser and eMadlangeni</li> </ul>	
Compliance Matters <ul style="list-style-type: none"> <li>Check compliance with legislative requirements/ dates</li> </ul>		<ul style="list-style-type: none"> <li>Capacity Building/ Training</li> <li>Governance</li> <li>Registry/ Records Management</li> </ul>
Fundraising/ resourcing		<ul style="list-style-type: none"> <li>Human Resources</li> </ul>
Corporate Image and Marketing <ul style="list-style-type: none"> <li>Corporate gifts and clothing</li> <li>Corporate marketing material and marketing adverts in the media</li> <li>ADM quarterly newsletter- compilation, printing &amp; distribution</li> <li>Deputy information officer i.t.o. Promotion of Access to Information Act</li> <li>Battlefields Destination Branding and Marketing</li> <li>Tourism specific events and road shows in partnership with TKZN</li> <li>Marketing and corporate image component of events arranged by all departments.</li> </ul>		<ul style="list-style-type: none"> <li>Skills Development</li> <li>Employee Wellness Programme</li> <li>Occupational Health &amp; Safety</li> </ul>
<ul style="list-style-type: none"> <li>Political Support Office Staff/ Activities</li> </ul>		
ENGINEERING SERVICES	FINANCIAL SERVICES	COMMUNITY SERVICES
Water Service Authority <ul style="list-style-type: none"> <li>Governance, Planning &amp; Regulation</li> </ul>	Management of Grants, Taxes, Levies, etc.	Regulate Passenger Transport
Electricity	Income and Expenditure	Municipal Airports
Integrated Waste Management	Debt Management	Cemeteries and Crematoria
Municipal Roads	Budgets (Planning, Implementation & Control)	Disaster Management <ul style="list-style-type: none"> <li>Fire Fighting</li> </ul>
Land Reform <ul style="list-style-type: none"> <li>Infrastructure Development.</li> </ul>	Assets Management	Departmental Policy Development
Municipal Infrastructure Grant Programme (MIG) and other allocations	Payroll	Municipal Health Services <ul style="list-style-type: none"> <li>Water quality monitoring.</li> <li>Food control.</li> </ul>

OFFICE OF THE MUNICIPAL MANAGER	PLANNING AND DEVELOPMENT	CORPORATE SERVICES
<ul style="list-style-type: none"> <li>Basic residential infrastructure.</li> <li>Public municipal services infrastructure.</li> <li>Social institutions infrastructure.</li> <li>Micro enterprise infrastructure.</li> <li>Departmental policy development.</li> <li>PMU Unit</li> </ul>		<ul style="list-style-type: none"> <li>Waste Management.</li> <li>Health Surveillance of premises.</li> <li>Vector Control.</li> <li>Environmental Pollution Control</li> <li>Surveillance and prevention of common diseases.</li> <li>Disposal of the Dead.</li> <li>Chemical Safety.</li> </ul>
	Risk Management	Fundraising and Resourcing
	Loans and Investments	Sport and Recreation <ul style="list-style-type: none"> <li>Plan and coordinate implementation of sporting activities.</li> </ul> Plan and coordinate implementation of cultural activities.
	Financial Reporting	Youth and Gender Matters Plan and coordinate matters relating to youth and gender.
	Departmental Policy Development	Multi-Purpose Community Centres
	Supply Chain Management	
	Audit Administration	<ul style="list-style-type: none"> <li>Functioning thereof</li> </ul>

#### 4.1.2 MUNICIPAL INSTITUTIONAL CAPACITY & STATUS OF CRITICAL POSTS

Amajuba District Municipality has a staff component of 188 employees. Non-section 54 & 56 permanent staff is 181 which is a decline in comparison to the previous financial year. The vacancy rate within the ADM is 26.1. There are 6 positions for Section 54 & 56 Managers and 5 posts have been filled, the position for Director Corporate Services is vacant. Amajuba District Municipality has an Internship Programme to equip newly qualified individuals to gain post qualification experience.

The municipality is currently in the process of advertising and screening for youth to be under this programme which is funded by National Treasury. The staff complement within each directorate has been finalized and responsibilities for each department determined through the municipal organogram as approved by council.

DEPARTMENT	2017/18			2018/19		
	FILLED POSTS	VACANT POSTS	TOTAL POSTS	FILLED POSTS	VACANT POSTS	TOTAL POSTS
Office of the Municipal Manager	18	4	22	18	11	29
Corporate Service	31	1	32	28	4	32
Financial Services	18	3	21	18	3	21
Planning and Development	16	6	22	14	8	22
Engineering Services	79	32	111	78	33	111
Community Services	26	4	30	25	5	30



<b>TOTAL NUMBER OF STAFF</b>	<b>188</b>	<b>55</b>	<b>238</b>	<b>181</b>	<b>64</b>	<b>245</b>
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Source: ADM Human Resources

In accordance with the Employment Equity Act (No. 55 of 1998), the District Municipality developed and implemented the Employment Equity Plan, and as required by the said Act. The Plan reflects the significant progress the District Municipality has achieved thus far and actions to address challenges relating to enhanced demographic composition, skills development, fast-tracking, diversity management and organizational culture assessment.

The ADM is implementing its Employment Equity Plan approved by Council as per its resolution C109:18/05/2016. The employment equity profile illustrates progress made towards transformation. In terms of women empowerment, significant initiatives need to be introduced at top level to bring more women to the fore. The employment equity statistics are presented in the table below:

<b>EMPLOYMENT EQUITY IMPLEMENTATION</b>	<b>DESIGNATED* GROUP</b>	<b>NON-DESIGNATED GROUP</b>	<b>WOMEN</b>
Top Management	4	0	1
Senior Management	15	1	5
Middle Management	10	2	11
Other	91	1	58
<b>Total</b>	<b>120</b>	<b>4</b>	<b>70</b>

\*Africans, Coloureds, Indians, Women and the Disabled Individuals

The analysis shows that 24.2% of the management team of the District Municipality is currently occupied by the designated group. There is one-woman representative in the top management of the District Municipality. At the Senior and Middle management level, however, the District Municipality has employed 20.8% individuals which fall under the designated group.

<b>OCCUPATIONAL LEVEL</b>	<b>MALE</b>				<b>FEMALE</b>				<b>TOTAL</b>
	<b>African</b>	<b>Colored</b>	<b>Indian</b>	<b>White</b>	<b>African</b>	<b>Colored</b>	<b>Indian</b>	<b>White</b>	
Top Management	4	0	0	0	1	0	0	0	5
Senior Management	13	0	2	1	3	0	1	0	20
Middle Management	9	0	1	2	10	0	1	0	23
Technicians & Trade Workers	62	1	0	1	23	1	3	1	92
Other Staff	31	0	0	0	10	0	0	0	41
<b>TOTAL</b>	<b>119</b>	<b>1</b>	<b>3</b>	<b>4</b>	<b>47</b>	<b>1</b>	<b>5</b>	<b>1</b>	<b>181</b>

The employment equity guidelines form an integral part of planning for training as reflected in the Skills Development Act. The District Municipality has developed a comprehensive Workplace Skills Development Plan for the period under review in line with the said Act.

Amajuba District Municipality is registered with the Local Government Sector Education and Training Authority (LGSETA) and skills development initiatives relating to the municipal core services that have been carried out at all levels of employment.

#### 4.1.3 MUNICIPAL POWERS AND FUNCTION

There are currently no local functions have been allocated to the ADM to perform on behalf of the local municipalities within the Amajuba Family of Municipalities. Below is a overview of powers and functions delegated to local and district municipalities within the ADM as stipulated in Section 4 Part B and Section 5 Part B of the Constitution of RSA 1996 and the Chapter 5 Section 83 and 84 of the Municipal Structures Act 117 of 1998

<i><b>Constitutional Mandate, Powers and Functions</b></i>	<i><b>Newcastle Local Municipality</b></i>	<i><b>Dannhauser Local Municipality</b></i>	<i><b>Emadlangeni Local Municipality</b></i>	<i><b>ADM</b></i>
<i>Water &amp; Sanitation in terms of Section 83 (3)(b) and Section 84(b) (d) of the MSA 117 of 1998</i>	•	x	x	•
<i>LED in terms of Chapter 7 (153) (a), 156, and Schedule 4&amp;5 Part B of the constitution</i>	•	•	•	•
<i>MHS in terms of Chapter 5 Section 84(1)(i) of MSA 117 of 1998</i>	x	x	x	•
<i>Municipal Airports in terms of Schedule 4 part (b) of the Constitution Chapter 5 Section 84(h)) of MSA 117 of 1998</i>	•	•	•	•
<i>Fire Fighting in terms of Section 84(j) &amp; schedule 4 part (b) of the Constitution</i>	•	•	•	•
<i>Disaster Management in terms of section 25,42 &amp; 53 of the DMA 57 of 2002</i>	•	•	•	•
<i>Regulation of passenger transport service Chapter 5 Section 84(g) of MSA 117 of 1998</i>	x	x	x	x
<i>Electricity in terms of section 84(1) (c) MSA 117 of 1998 (excludes the planning and connection)</i>	•	•	•	•
<i>Waste Management in terms of Section 84(b) (d) of the MSA 32 of 2000 and Schedule 4 &amp; 5 part (b) of the constitution</i>	•	•	•	•
<i>Housing in terms of providing land and bulk services</i>	•	x	x	x
<i>FBS – targeted indigent registers available</i>	•	•	•	x
<i>Greening programme in terms of Schedule 4 &amp; part (b) of the Constitution Environmental promotion</i>	•	•	•	•
<i>Municipal Planning in terms of MSA 117 of 1998 Section 84 (1) (a)</i>	•	•	•	•
<i>Municipal Roads in terms of Schedule 4 Part (b) of the Constitution &amp; Section 84(f) of MSA 117 of 1998</i>	•	•	•	✓

INTEGRATED DEVELOPMENT PLAN 2018/19  
AMAJUBA DISTRICT MUNICIPALITY

<b>Constitutional Mandate, Powers and Functions</b>	<b>Newcastle Local Municipality</b>	<b>Dannhauser Local Municipality</b>	<b>Emadlangeni Local Municipality</b>	<b>ADM</b>
<i>Child Care Facilities in terms of Schedule 5-part B of the Constitution</i>	x	x	x	x
<i>Control of undertaking to sell liquor to the public in terms of Schedule 5-part B of the Constitution</i>	•	•	•	•
<i>Facilities for accommodation, care/ burial of animals in terms of Schedule 5-part B of the Constitution</i>	•	•	•	•
<i>Establishment, conduct and control of markets in terms of MSA S84(k)</i>	•	x	x	•
<i>Municipal Abattoirs in terms of Schedule 5-part B of the Constitution &amp; Section 84(k) of the MSA 117 of 1998</i>	•	•	•	✓
<i>Promotion of Tourism In terms of Schedule 4-part B of the Constitution [ planning] &amp; Section 84(m) of the MSA 117 of 1998</i>	•	•	•	•
<i>Local Amenities / Sports facilities / Parks &amp; Recreation in terms of Schedule 5-part B of the Constitution</i>	•	•	•	•
<i>Billboards in terms of Schedule 5 part (b) of the Constitution</i>	•	•	•	x
<i>Public Places in terms of Chapter 5 Section 84(3) of MSA 117 of 1998 and of Schedule 5-part B of the Constitution</i>	•	•	•	•

## 4.2 Integrated Communication Technology

An IT Strategic Plan must be drafted, approved and kept up to date to ensure the implementation of new initiatives, and the continuous improvement of existing services in line with business requirements. The current Strategic IT Plan was approved on 5 December 2012, and is attached as an annexure.

The GIS section in fulfilling its role as a spatial information support function to the Amajuba DM has opted to adopt an approach that will derive optimum benefits taking the following into consideration:

- Strategic Planning Functions
- Access to geospatial data
- Maintenance of geospatial data
- Land Use Management
- Establishing a central clearing house for dissemination and acquisition of geospatial data within the ADM

The plan is in place ensure:

- The establishment and maintenance of district wide GIS web portal.
- Land Use Management analysis for effective development administration support and spatial planning.
- The GIS of the ADM contributes to increased effective decision making, enhanced service delivery in terms of efficiency and effectiveness and the GIS is utilised as a tool that assists in the execution of strategic planning functions of the institution.

### GIS web portal development

An online GIS Web portal has been developed which is available on the intranet and internet which consists of the following:

- Online live map viewers available on the intranet and internet.
- A downloads section containing a variety of softcopy static maps.
- An online map request facility for the public and internal officials.

The web portal is externally hosted by a service provider whereby a service level agreement for three years for web hosting 96% hence a high rate of access to pertinent GIS information, the service provider is vested with the responsibility of administration and management of the web portal as per the conditions set out in the service level agreement.

### Development Administration and spatial planning support

The base cadastral datasets for the ADM which contain the land use classes per a land parcel as determined by the custodian LMs, is sourced and placed on the GIS of the ADM to ensure that at any given time the ADM has access to reliable and accurate information in terms of land use & ownership to assess development applications and embark upon spatial planning initiatives having sufficient and valid data from the custodians as a point of origin.

### GIS as a support tool

A comprehensive Geo-database has been developed and maintained consisting of a variety of spatial datasets collated with the purpose of utilisation to impact in a manner that ensures effective decision making, efficient & effective service delivery and functions as a tool for effective spatial planning. Depicted overleaf is the Geo-database.

As required by the CGICT (Corporate Governance of ICT) Policy, IT must be aligned with the Municipality goals. In order to enable the Municipality to meet its goals as set out in this IDP, the ICT section of the municipality provides the following services, either by in-house provision, outsourcing or a combination.

Service	Description
Active Directory	The Active Directory Service provides authentication and ensures that all actions that are performed on the system is properly authorised.
Personal Computers	All users need a desktop or laptop computer to access all services
Networked storage	This service allows users to store documents, and other important files, on a network server which is regularly backed up.
Exchange	Amajuba District Municipality uses Microsoft Exchange Server 2010 together with the Outlook client on workstations in order to access email and shared calendars. Each user has a unique email address.
WWW	This service allows users to access information published on the world wide web.
Sebata EDMS	Electronic Document Management System
Sebata FMS	Financial Management System
DIMS	District Information Management System
GIS	Geographical Information System
Antivirus	Users need antivirus software to protect them from malware.
MS Project Server	A shared workspace for working on projects
Website Hosting	Host intranet, Amajuba.gov.za, emadlangeni.gov.za, Dannhauser.gov.za.
Helpdesk	Provides a single point of contact for users when requesting assistance with IT services
Access Control System	Controls and records access to the building
Video Surveillance	Provides security video recording of the building
Data Projectors and Screens	Provides services relating to data projectors and screens
Local Area Network	Provides access to all network related services
Updates	Ensures that all software on servers and workstations are kept up to date in line with known vulnerabilities
WAN	Provides access to the Internet and network connectivity to remote sites.
Printing and Scanning	Allows users to print and scan documents
Fax to Email	Allows users to receive faxes via email
Backup	Makes backup copies of important data in order to recover from possible disasters.
Audio recording	Record audio for important meetings for transcription and legal compliance purposes.

## IT Initiatives

In addition to the IT services currently being provided, the following initiatives are being undertaken to improve the value of IT as an enabler of the business of the Municipality.

Initiative	Description
Paperless council	<ul style="list-style-type: none"> <li>Management has decided to obtain iPads for all councillors. iPads will be used as a communication tool and to distribute agendas and minutes without using paper.</li> <li>It may be possible to realise significant cost savings in this way, reducing the use of paper and delivery costs. This could also have a significant positive impact on the carbon footprint of the organisation.</li> </ul>
Voice over IP	<ul style="list-style-type: none"> <li>Voice over IP, also known as VoIP is now a mature technology. VoIP refers to the carrying of voice telephone conversations over data networks. Significant cost savings can be realised with the proper implementation of Voice over IP.</li> </ul>
Cloud computing	<ul style="list-style-type: none"> <li>A new trend has emerged in recent years, where IT services are no longer hosted on a user's premises. This trend is called "Cloud Computing". Benefits of cloud computing include reduced capital costs, simplified management and possibly improved legal compliance.</li> </ul>

### 4.3 Municipal Plans and Policies

Policies are an integral part of an organisation as they enforce uniformity in decision making. There are various policies required for a organisation to function effectively and efficiently. A plan/strategy assists in enforcing the plan by indicating which programmes need to be implemented for the organisation to achieve its set objectives. The ADM has a set of policies and plans to assist in the implementation of programmes that will in turn enrich the communities within its jurisdiction.

The table below contains a list of policies that the municipality is currently in possession of, it is statutory for the municipality to have these policies. The District municipality has different functions compared to a local municipality so it should be noted that there several policies that the ADM will not have due to its core functions as set out in the Municipal Structures Act no. 117 of 1998. The policies below are have been adopted by Council and are effective as of 01 July 2017 and are reviewed annually in line with applicable legislation

Office of the Municipal Manager	
Communication Policy	
Department of Financial Services Reviewed Policies	
Budget Policy	Accounting Policies
Indigent Support Policy	Tariff Policy
Anti-Fraud and Corruption Policy	Asset Management Policy
Banking, Cash Management and Investment Policy	Credit Control, Debt Collection and Customer Care Policy
Supply Chain Management Policy	Virement Policy
Irregular or Wasteful Expenditure Policy	Funding & Reserve Policy
Department of Corporate Services Reviewed Policies	
Access to Employee Files Policy	Protective Clothing Policy
Cellular Phones and 3Gs policy	Recruitment & Selection Policy
Confidentiality Policy	Subsistence and Travelling Policy
Employment Equity and Affirmative Action	Security of Municipal Affairs Policy
Employee Wellness policy	Sexual Harassment Policy
Employee Promotion Policy	Staff Study Bursaries Policy
Workplace HIV and AIDS Policy	Substance Abuse Policy

Internship Programme, In-Service and Experiential Training Policy	Training and Development Policy
Mayoral Vehicle Policy	Transport Allowance Scheme Policy
Official Attendance of Memorial Services and Funerals and Bereavement Policy	Use of Municipal Assets and Resources Policy
Subsistence Allowance: Visits Outside the Country Policy	Investigation of Fraud & Corruption Policy
Acting Allowance Policy	Whistle Blowing Policy
Anti-Fraud and Anti-Corruption Policy and Response Plan	Hall and Facilities Policy
Involvement of Spouses Accompanying Councillors and/or Officials on Official Business Policy	
<b>The following Policies are contained in the South African Local Government Bargaining Council Collective Agreements and is agreed upon at Bargaining Council Level</b>	
Leave (Annual, Sick, Family Responsibility, Special Leave)	13 <sup>th</sup> Cheque
Acting Allowance	Overtime
Night Work Allowance	Emergency Work
Standby Allowance	Demotion
Disciplinary Code	Grievance
<b>Department of Planning and Development Reviewed Policies</b>	
IT Policy	
<b>Department of Community Services Reviewed Policies</b>	
Amajuba Sports, arts and Culture Funding Policy	
<b>Department of Corporate Services New Policies</b>	
Security and Access Control Policy	Occupational Health and Safety
Fleet Management Policy	Retirement Policy
Records Management Policy	

Source: ADM Department of Corporate Services

## 5 Local Economic and Social Development

### 5.1 Employment and Unemployment

The economy of the ADM is formed by the formal and informal economic centre. As such, employment within the jurisdiction is split as such. The table below combines the number of people employed within the formal and informal sector.

Sector	Amajuba	Newcastle	Emadlangeni	Dannhauser
Agriculture	4 620	3 911	289	420
Mining	403	186	76	140
Manufacturing	15 244	12 613	1 046	1 586
Electricity	292	227	19	46
Construction	8 343	6 763	596	984
Trade	28 165	22 081	2 510	3 574
Transport	7 616	6 069	632	916
Finance	12 914	10 142	1 042	1 730
Community services	23 346	18 903	1 704	2 739
Households	8 761	6 769	661	1 331
Total	109 704	87 664	8 575	13 465

Unemployment continues to be a major challenge especially in Dannhauser which is a rural area and highly dependent on agriculture. The Amajuba Family of Municipalities does adhere to local government frameworks such as EPWP to afford communities with a job opportunity and the development of skills. This is further supported by initiatives through LED initiatives amid at poverty alleviation and skills development. Unemployment rate (official definition) is as per the table below:

Gender	Amajuba	Newcastle	Emadlangeni	Dannhauser
Male	27,1%	24,7%	30,0%	38,4%
Female	28,2%	25,5%	30,2%	40,9%
	27,6%	25,1%	30,1%	39,6%

### 5.2 Job Creation

#### The Amajuba District EPWP Programme 2012-2018

The AMAJUBA DM EPWP plan and policy has been adopted and approved for implementation and family of municipalities for Newcastle Local Municipality, Emadlangeni Local Municipality and Dannhauser Local Municipality.

#### Planned Objectives

To improve to the quality of life for unemployed people through employment creation and increased income from the EPWP grants



- To Reduced levels of poverty
- To Reduced rates of unemployment
- To Improved social stability through mobilising the unemployed in productive activities
- To improve opportunities for sustainable work through experience and learning gained
- To Increased contribution to the objective of halving poverty and unemployment by 2018.
- To Increased number of Work opportunities and receive grants through the EPWP.

#### AIM:

Create a conducive working environment between communities, unemployed and Amajuba DM thus increasing the EPWP awareness programme.

#### EPWP TARGETS FOR THE AMAJUBA DISTRICT MUNICIPALITY

ADM – Preliminary EPWP Targets (2012/13-2017/18)

Sector	Preliminary Targets		
	No. Of WO	Estimate FTE's 2013/2014	No Of Learnerships
Infrastructure	12000	1150	80
Community services	To be determined	To be determined	To be determined
Social	To be determined	To be determined	To be determined
Economic (LED)	To be determined	To be determined	To be determined

The above targets will be reviewed once KPI performance reporting takes place on a regular basis and aligned to the SDBIP.

#### Full Time Equivalent



The ratio of the total number of paid hours during a period (part time, full time, contracted) by the number of working hours in that period Mondays through Fridays. The ratio units are FTE units or equivalent employees working full-time. In other words, one FTE is equivalent to one employee working full-time.



The following table entails employment created by the different departmental sectors within ADM under the Extended Public Works Programme. Entailed, amongst other things, are the ADM initiatives towards green-job creation.

INTEGRATED DEVELOPMENT PLAN 2018/19  
AMAJUBA DISTRICT MUNICIPALITY

Job Opportunities Created

			AMAJUBA DM EPWP PROJECT LISTS FOR 2017/2018					
EXPANDED PUBLIC WORKS PROGRAMME								
Amajuba DM EPWP PROJECT LISTS			Details For MIG and other EPWP projects					
Project Name	Funding Body Sphere	Sector Name	Allocated Project Budget R000	Expenditure R000	Days Employed (year)	Work opportunities planned	Work Opportunities (year)	
			R118 224 194	R67 592 171	21 486		570	
Emxhakeni Water Scheme	Municipal MIG	Infrastructure Sector	R12 100 000	R8 673 455	1 315	40	42	
Buffalo Flats Water Supply Scheme - Phase 3B	Municipal MIG	Infrastructure Sector	R25 626 426	R10 413 438	2 427	20	19	
Buffalo flats sanitation project	Municipal MIG	Infrastructure Sector	R40 000 000	R17 757 588	3 972	190	160	
Dannhauser Groundwater Supply to Buffalo Flats (Wa	Municipal WSIG	Infrastructure Sector	R11 390 369	R10 859 249	1 747	120	92	
Emadlangeni Sanitation Project	Municipal Mig	Infrastructure Sector	R12 000 000	R11 731 092	1 480	60	41	
GOEDEHOOP BULK WATER AND SANITATION	Municipal Mig	Infrastructure Sector	R10 251 879	R2 675 478	1 687	20	25	
RHIP Dannhauser Sanitation prog ward 1 ward 3	Municipal	Infrastructure Sector	R4 500 000	R3 904 900	417	40	44	
Buffalo Flats Water Supply Scheme Phase 4 (infills)	Municipal WSIG	Infrastructure Sector	R11 000 000	R0		46		
Refurbishment of water and waste water treatment plants	Municipal WSIG	Infrastructure Sector	R8 000 000	R0		33		
Refurbishment and upgrade of Durnacol Water Treatment Works	Municipal WSIG	Infrastructure Sector	R18 000 000	R0		60		
Construction of Brakfontein resevoir	Planning	Infrastructure Sector	R21 000 000			88		
Water Conservation and Demand Management	Municipal WSIG	Infrastructure Sector	R4 000 000			17		
Rural Household Infra Projects: sanitation infills	Municipal	Infrastructure Sector	R4 500 000			19		
Total Work opportunities planned 2017/2018						753		
Total Work opportunities created 2018/2018							423	
Total days Worked 2017/2018					13 045			
Total FTE's 2017/2018					57			
Amajuba DM EPWP PROJECT LISTS			NDWP INTERGRATED GRANT					
DORA Allocations			2017/2018	R1 790 000,00	R875 206,00			
Infrastructure Sector								
Water leak and meter inspectors:IG	NDWP	Infrastructure Sector	R150 000,00	R136 680,00	1 400	10	10	
E122 IG Fencing 2016/2017 of KWAPOLITENI WATER POINT,	NDWP	Infrastructure Sector	R0,00	R0,00	203	18	18	
IG/Extension and Construction of Emxhakeni Water S	NDWP	Infrastructure Sector	R590 520,00	R393 052,00	887	25	26	
Environment and Culture Sector								
IG/ADM grass cutting in NDH /NUT water waste water	NDWP	Environment and Culture Sector	R371 000,00	R291 546,55	1 680	25	25	
IG/General maintenance : WCWD : Water inspectors	NDWP	Environment and Culture Sector	R100 000,00	R74 841,00	780	14	13	
IG /Waste management and education 2017/18	NDWP	Environment and Culture Sector	R250 000,00	R182 922,60	896	25	21	
Social Sector								
IG /Amajuba Care givers programme 2017/18	NDWP	Social Sector	R508 000,00	R273 291,00	2 595	35	35	
Total Work opportunities planned 2017/2018						152		
Total Work opportunities created 2017/2018							148	
Total days Worked 2017/2018					8 441			
Total FTE's 207/2018					37			

### 5.3 Agriculture

Amajuba District has both national and international recognition in terms of its biodiversity value. Thus all planning processes need to consider biodiversity conservation as an integral component of the planning processes. The following issues need to be considered in the preparation of the Rural Development Plan:

✓ *Critically endangered ecosystems*

Some parts of the district are described as either critically endangered or endangered ecosystems. The DRDP should take into consideration the ecological status of the district as they have both national and international biodiversity conservation implications.

✓ *Rivers*

The river sources within the district are at a risk of degradation. If deterioration takes place it is likely to result in poor water yield and water quality in the district to the detriment of development as a whole. Development planning in these areas should consider riparian management requirements and suitable flood lines. It is also recommended that development exclusion zones of 100m from the edge of rivers and streams be maintained in order to protect the catchment within the area.

#### 5.3.1 LAND REFORM

The reform of an unequal distribution of land along racial division was one of the greatest challenges facing South Africa in the transition to democracy in 1994. Popular expectations were high that the new democratic government would effect fundamental changes to address the historic dispossession of land. The twenty years of implementation of the Land Reform Programme has seen several changes in strategy, the creation of numerous instruments to support redistribution, and more recently, a Recapitalisation and Development Programme to support production on farms.

However, land reform has not gone the way it was initially proposed and many newly settled black farmers happened to be worse off after acquiring access to land. Various reasons can be linked to this failure but it is essentially due to the lack of a seamless alignment of both pre and post -settlement support services from government and the agricultural sector. These challenges remain, despite the proactive initiative of the Provincial Government in establishing the Agribusiness Development Agency (ADA) to co-ordinate pre- and post-transfer activities in partnership with commodities and other role players.

The land reform programme can however, become a significant contributor to poverty eradication, economic growth and job creation in the province. This is dependent on the alignment of an effective pre-and-post transfer support programme in which government, commodity organisations, financial institutions and organized agriculture play their respective roles in providing an “envelope” of support services to new entrant black commercial farmers. It will also require the application of sound business practices to maximize production and explore opportunities in the agricultural value chain.

Analysis of the land ownership pattern in the Amajuba District Municipality indicates that 51% of the land is held privately (i.e. this means by individuals). Following private ownership, Trust ownership accounts for 18% and this is followed by commercial ownership (i.e. company) of 16% of the district land. The private, trust and commercially owned land comprise a total of 584 103 hectares or 84% of the total land in the district. State ownership accounts for 2.4%, municipal ownership 1.4%, and Traditional Authority land comprises 4.2% of the land area.

In terms of land redistribution, Emadlangeni currently has the largest number of land reform projects taking place within the Amajuba District which is seeing large portions of land being transferred to rural communities. Many of the projects identified correspond with the service satellites and service sub-satellites identified as secondary and tertiary nodes.

Dannhauser Municipality is characterised by complex and intricate land tenure reform challenges, which include, farm dwellers that are established within commercial farms but are no longer providing labour to the farm and labour tenants with approximately 300 labour tenant claims being lodged with the Department of Rural Development and Land Reform. The process towards the finalisation of these claims has not been concluded.

## 5.4 Tourism

The Amajuba district is not perceived to be a major tourism destination within KZN due to its historical association with industrial and mining activities. Tourism however is a key sector in that it presents opportunities for economic development within the region. Tourism within the town has grown over the past years, which is justified by the growing number of accommodation facilities and activities offered within the region. These facilities include eco-tourism (hiking, birding, etc); natural, cultural and historical attractions (battlefields, nature reserves, etc); arts and crafts; events and festivals; adventure sports; as well as hunting and fishing.

The extent of this sector on the economy of Amajuba can be noted by the Vodacom Newcastle Winter Festival, which attracts over 30,000 people, and has a significant impact on the local economy. The district has a large number of accommodation facilities, which range from lodges, to B&B's, to self-catering facilities and hotels. Most of these facilities are however located within Newcastle, with only a limited number of facilities within Utrecht and Dannhauser.

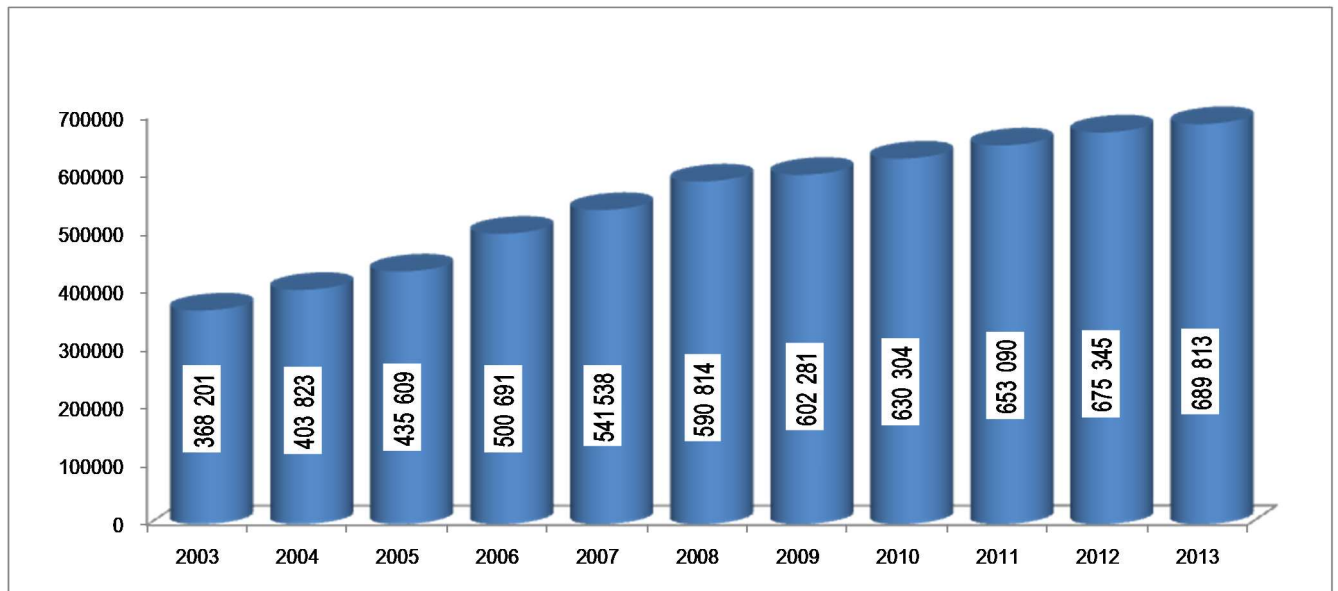
In Utrecht, the Balele Community Game Reserve and Caravan Park is a 250ha game reserve surrounding the town of Utrecht, and is stocked with no fewer than 11 species of game including Impala, Blesbuck, Bushbuck, Waterbuck, Nyala, Red Hartebeest, Blue Wildebeest, Kudu, Burchell's Zebra, Warthog and Giraffe. In Dannhauser however, there are very few accommodation facilities, with most visitors staying in Newcastle or surrounding battlefield towns.

The Amajuba District welcomes visitors to this beautiful and dramatic landscape that belies a history of war. Battle site, memorial and graveyards are scattered across the land as a testimony to courage of hundreds who lost their lives in the Transvaal War of Independence and the Anglo –Boer War. Despite the powerful sense of history, the region's name, Amajuba (place of doves') signifies a new era of peace and the celebration of our beautiful country and its people.

We invite you to explore winding mountain passes of these routes and immerse yourself in the riches of this land scape and its people. Amajuba consist of three major towns namely Newcastle,

Dannhauser and Utrecht. In Amajuba you will find the unique place of opportunity where cultural and religious diversity blends together in harmony.

The **Error! Reference source not found.** evinces that, tourism in Amajuba generated an estimated annual turnover of R 689.8 million in 2013 and attracts numerous visitors to the district. The industry's contribution to the economy of the district has almost doubled its turnover in the period 2003 to 2013 which suggests that great potential lies in Tourism.



Source: Global insight, 2014

Tourism has since become one of the main focus areas of growth and development in Amajuba and SA as a whole. The industry has been identified and documented in the Amajuba local economic development (LED) plan as key to the advancement of the district. As part of the district's Integrated Development Plan (IDP), tourism plan for the district was developed in 2004 as a sector plan. This was later followed by the Amajuba Tourism Strategy (ATS) in 2012 which aimed at revitalizing and reviewing the progress of the tourism industry in the district as well as identify further opportunities and challenges in the region regarding this industry. The ATS aims to unleash the tourism potential of Amajuba to benefit its citizens through employment creation, employment opportunities and the development of the district.

Amajuba is commonly known for the following tourist attraction activities:

- ❖ Eco-tourism, including the Amajuba Birding meander as well as other birding, hiking, canoeing and nature based activities.
- ❖ Cultural and Historical, including the Mangosuthu Arts and Craft centre and the battlefields where the Boer, British and Zulu battles took place.
- ❖ Events, such as the Newcastle Winter festival and sporting competitions.
- ❖ Adventure – 4x4 trails, white water rafting and kayaking, abseiling, gliding and micro-lighting, quad bikes and equestrian.
- ❖ Hunting and fishing.

## **SOMETHING FOR EVERYONE**

Whenever your interest may lie, the Amajuba District has something to offer. If you seek exploration and adventure there is hiking, fly fishing horseback riding, quad biking and rapid riding. For the nature lovers there are game reserves, the vast unspoiled landscape, 400 species of birds and cascading waterfalls. For those fascinated by history there is the Battlefield Route and the guided tours that gives life to the historic sites with stories of war, triumph and defeat. Those who love art, culture and craft will find art exhibitions, collections and crafters displaying wonderful works that are truly out of Africa. Please note that we have established a number of fascinating tour route to help you explore Amajuba.

### 5.4.1 MAJOR TOWNS

Newcastle has all amenities of a city yet it retains the charm of a country town. Just outside Newcastle are the vibrant and colourful towns of Madadeni and Osizweni which have raised talented leaders, crafters, dancers and artist. Dannhauser has a rich, cosmopolitan community of Zulu, Afrikaner, English Hindu and Muslim Inhabitants. Utrecht, tucked away in the imposing and wildlife –rich Balele Mountains, offers a rare experience- a town within a game park.

### 5.4.2 HISTORY OF TOWNS

#### **Newcastle**

Newcastle is the economic and commercial centre of the Amajuba region. This vibrant and modern town has the amenities of a city and all the charm of a country town with a backdrop of stunning mountains and golden grasslands. It is at the centre of the Amajuba Battle fields Routes, the Amajuba Drakensberg Route and the Amajuba Townships Route. It is also at the heart of the Amajuba Birding Meander, which boast some of the some of the birding sites in the country.

Newcastle was prominent in the Transvaal War of independence with three defining battles, Laing's Nek, Schuinshoogte and Amajuba being fought within 40km of the town. The town was strategic in Anglo Boer War, featuring both Boer and English differences. After coal was discovered in the late 1800's and era of prosperity so several ambitious projects getting under way, including the Town Hall which was completed in 1897 and opened 1899 for Queen Victoria Diamond Jubilee.

Newcastle has the second largest steel works in South Africa and its Blast Furnace has the greatest hearth in the Southern hemisphere. Newcastle also has the wide range of industries including textiles, a synthetic rubber plant and diamond cutting works. There are shopping and educational centres, top class facilities for major sport competitions, conferences and weddings, and parks in and around the city. A casino restaurants, Lodges upmarket B&B and hotels complete the cosmopolitan picture. You can take in historical places of interest, visit a first –class art gallery, participate in the Art and Craft Route, and book a cultural tour to the township for the opportunity to interact with the local people.

#### **Utrecht**

*The Town within a game park*

Utrecht was one of five original Voortrekker towns laid out before 1850. The town a prominent role in the Anglo Zulu War of 1879 when, for several weeks Colonel Evelyn Woods No3 column was stationed here and used the town as their main supply base .The Dutch Reformed Church rises above the small towns and is the site of plaque commemorating the Polish office Leo Pokrowsky, who died fighting for Boers.

The Town was established in 1855 and 1856 adopted the name of Utrecht in 1859 Utrecht became part of the South African Republic. After the Anglo Boer War of 1899-1902 the region was incorporated into Natal. The town has a number of attractive buildings and sites that give it a typical colonial era appeal and sense of history. The area surrounding the town has several trout fishing establishment, as well as bird –watching and quad bike trails. The town has 10 national monuments and 10 historic sites beautiful historical buildings include the Old Parsonage, which dates back to 1888, now housing the Utrecht Museum, the sandstone Dutch Reformed Church, an interesting old military cemetery and quaint colonial houses.

### **Dannhauser**

Dannhauser is popular among birding enthusiast for its many wetland birds and waterfowl, and it provides idyllic fishing and picnicking sport at the Tom Worthington Dam, where major sport events also take place, including annual triathlons and sailing regattas the Normandien area, which straddles the Amajuba Drakensberg Route and Amajuba Buhle Bomzinyathi Route offers glorious mountain landscapes and wildflowers. There are game farms, horse riding, hiking and 4x4 trails available and variety of quaint, comfortable accommodation options.

In 1902 Durban Navigation Collieries (Durnacol) was formed and began mining operations and the last shaft was closed in 2001. Durnacol later taken over by Iscor, provided employment for up to 6000 people at some stage of its existence and has left a colourful in its wake The diverse community, with its cultural and Historical attractions, its rich and varied bird life and other points of interest, make it an interesting stopover point for those looking for an experience that is slightly ‘off the beaten track. Established as the mining town in the 1800’s Dannhauser was a hub of activity but with the closure of the mines, it has been transformed into a peaceful village with a country atmosphere. Explore and enjoy country life at its best.

### 5.4.3 TOURISM ATTRACTIONS

#### Newcastle Tourism Attractions

- Fort Amiel Museum
- The Battlefield at Schuinshoogte on the road between the R34 and the N11
- The British Military cemetery and British champs site at Mount Prospect near Inkwelo on the N11
- O’Neill’s Cottage on the N11 at the foot of Majuba mountain
- The battle fields at Laing’s( Lang’s) just off the N11
- The battlefield at Majuba
- The Armoury
- The Military Cemetery (In the centre of the old Town)
- The Carnegie Art Gallery
- Newcastle Mall
- Duck Pond Bird Hide
- Amur Falcon Roost
- Black Rock Casino & Hotel
- Hilldrop House
- Fun Farm Entertainment
- Chelmsford Nature Reserve



#### Utrecht Tourism Attractions

- Balele Game Park
- Old Residency/Parsonage
- Dutch Reformed Church
- Landdros, Pos en Telegraafkantoor
- Old Cemetery
- Anglican Church
- The Uys House
- Bivane Waterfall

#### Dannhauser Tourism Attractions

- St Margaret's Presbyterian church
- Tom Worthington Dam
- Bonani Wild and Wonderful
- Larry & Fredericke's Clivia Collection
- Ntshingwayo Dam

#### 5.4.4 TOURISM ROUTES

Amajuba has six routes each of the routes emphasises a unique Tourism offering in Amajuba and between them they cover the majority of attractions.

The Routes are as follow.

- ✓ Amajuba Battlefields Route: The Battlefields Route stretches from 1877 - 1902, which includes the First Anglo-Boer War (1877-1881), the Zulu War (1879) and the second Anglo Boer War (1899-1902). Majority of the sites in Amajuba relate to the first Anglo-Boer War but the route connects up with others in the battlefields region. As mentioned in the section above on the Battlefields, the one guide for the route sees fewer than 50 tourists a month, and sites require maintenance. The route serves to attract sports clubs and enthusiasts into the area and adds to the cultural significance of Newcastle.
- ✓ Amajuba Drakensberg Route: This route takes visitors along the western border of Amajuba through the foothills of the Drakensberg and includes Chelmsford Dam. As mentioned in the Drakensberg section above, the foothills require further development and will be benefitted by the completed development of Vulintaba.
- ✓ Amajuba Township Route: This route takes people through Madadeni to Osizweni and through to Utrecht. As mentioned above in the township tourism section, this route doesn't attract many tourists, there is not always a guide available and crafters are not always present along the route due to lack of business.
- ✓ Amajuba Balele Route: The Balele route winds along the escarpment on the eastern side of Amajuba, and borders with Mpumalanga at times. It has beautiful scenery and abundant bird life. Unfortunately, it is quite difficult to contact attractions along the route. The must-do attraction called 'Balele Adventures' had not had more than a handful of enquiries in years which is indicative of the success of the route and brochure.



- ✓ Amajuba Bivane Route: This route runs south of the Balele route and game reserve through the Blood River Poort. It lies in the Bivane wetland reserve and therefore is very scenic (including waterfalls) and offers many fishing opportunities.
- ✓ Amajuba Buhle-Bomzinyathi Route: This route cuts across from the Drakensberg eastwards along the southern side of the Chelmsford Game Reserve to cross the N11 and pass through the town of Dannhauser and the village of Hattingspruit.

The Amajuba Birding and Fly-Fishing Meanders have been created to provide information to birders and fishermen about the type of birds and birding/fishing spots available in Amajuba.

The following map depicts these routes spatially.

Maps 1: Amajuba Tourism routes



The Freedom Route has recently been created by TKZN and runs throughout KwaZulu-Natal. The Amajuba section of the route has yet to be included into the brochure but has its own brochure. Armed with a map and the brochure a visitor can take themselves on the freedom route with ease. The route benefits from marketing from TKZN. The Freedom route starts with the time-line after the two Anglo-Boer Wars (Battlefields Route) and consists of:

- the imprisonment of King Dinuzulu (1906-1910) during the Bambatha Rebellion,
- the miner's Strike led by Gandhi 1913,
- the teaching of Albert Luthuli (1917-18) in Blaauwbosch,
- the birth of Mac Maharaj 1935,
- the imprisonment of the Presidents of the Natal and Transvaal Indian Congresses in the early 1950's,
- the establishments of Madadeni and Osizweni in the 1960's as part of the Groups Areas(promulgated in 1950),
- the freedom Struggle in the 70's and 80's and subsequent TRC Hearings in 1996, and finally

#### **Various new South Africa monuments around town. Signage**

A signage plan was formulated and implemented recently; therefore tourism related signage is good in Amajuba. Majority of the accommodation places in Newcastle are on signboards and each of the tourism routes is signposted. Signage still required is as follows:

- Signage from all directions showing 'The Town within a Game Park'
- Signage for service providers in Osizweni and Madadeni
- Signage showing Newcastle along the N3

#### **5.4.5 TOURISM ESTABLISHMENT IN AMAJUBA DISTRICT**

##### **Accommodation and Functions**

The following table provides a list of accommodation places in Amajuba. There are over 30 B&BS, 7 hotels, and almost 20 lodges. The majority of these are located in Newcastle. The high number of B&BS and hotels in Newcastle, coupled with the high number of conference facilities offered, is indicative of a business traveller market. Majority of the B&BS reach over 80% occupancy during the week, but are empty on weekends. Accommodation in Newcastle needs to do more to meet the needs of business travellers in order to encourage them to stay a night, where they may otherwise go home immediately.

It is essential that B&BS offer free Wi-Fi. It would be useful to conduct a survey of business men to determine their exact needs. There is very little backpacker or low budget accommodation suggesting a low number of tourists under the age of 30. There are also insufficient camp sites. The camp sites at Chelmsford Nature reserve and Balele are fully booked over the holidays. These should be made larger and new camp sites in new tourism areas such as the Drakensberg foothills and Balele Mountains should be established.

##### **Tourism establishments**

<b>Bed and Breakfast</b>		
<b>Ashdene B&amp;B</b>	Home & Away Guest House	Sintokha Guest House
<b>Avalon guest Manor</b>	House Ebony	Siyaphumula B&B
<b>Belveders Guest house</b>	Isakabuli B&B	Tiger's Kloof B&B
<b>Century Place B&amp;B</b>	Izinga Guesthouse	Zipho's B&B
<b>Comfit-Zone</b>	Jabulujule Guest House	Zodiac B&B
<b>Dunga House</b>	KwaNtulindawo Guest House	2 The End
<b>Gracelands Guesthouse</b>	Loli's B&B	Belvederes B&B
<b>Greaves Street B&amp;B</b>	Newbali B&B	Monika's Guest House
<b>Guest House Kestrels</b>	Patterson B&B	Mountain View Guest House
<b>Haggards Hilddrop</b>	Phumula Nathi Motel	
<b>Heritage House</b>	Robin's Nest B&B	
<b>Lodges</b>	<b>Hotels</b>	<b>Nature reserves</b>
<b>Newcastle Country Lodge</b>	Newcastle Inn	Bonani wild and Wonderful
<b>Aloes Country Lodge</b>	Santorini Suites	Chelmsford Nature Reserve
<b>Arbor Farm lodge</b>	Sizakancane Hotel	
<b>Bivane River Lodge</b>	Tramonto Boutique Hotel	<b>Self-Catering</b>
<b>Blood River Outspan Lodge</b>	The Haven	Victoria Self Catering
<b>Cannon Lodge</b>	Blackrock Garden Court	
<b>Farmhouse Lodge</b>	Capricornia	<b>Budget Accommodation</b>
<b>Ikhasi Lodge</b>		D&H Lodgings
<b>Iphiva Lodge</b>	<b>Holiday resort</b>	
<b>JNB Lodge</b>	Vulintaba Country estate	<b>Caravan Park</b>
<b>Khaya Mini</b>		Rus n Bietjie
<b>Leopard Kloof trout lodge</b>		Balele Game Reserve
<b>Majuba Lodge</b>		
<b>The Oak Tree</b>		<b>Guest Farm</b>
<b>Engogo Riverside Lodge</b>		Blue Ridge Guest Farm
<b>Klipspringer</b>		Zebra Lodge
<b>Zinyathi Lodge</b>		
<b>Drakensberg Kloof</b>		<b>Guest Farm and Museum</b>
<b>Grey Goose Farm Lodge</b>		Amajuba mountain and commemorative farm

## CONFERENCES AND FUNTION VENUES

Due to Newcastle's location and population, functions are a good means to support tourism service providers. The attendees of these events may come from outside of Amajuba and therefore are tourists. It is important to attract the local market to function venues in Amajuba rather than losing them to competition venues in the popular Drakensberg and Midlands locations. This can be done through opening scenic function venues on farms and in the foothills of Utrecht and Drakensberg, as

well as by pricing the functions competitively. Conferences are less under threat from surrounding regions due to Newcastle being the primary business node in Northern Natal. Conference venues need to be adequately advertised and meet standards that business men are used in JHB and Durban.

The following are the conferences and events venues around Amajuba

#### Conference establishments

The Pines	Majuba Lodge	Century Casino
Zebra Lodge	Town Hall	2 the End B&B
Black Rock Casino	Horseshoe Guest Farm	Newcastle Show Hall
JNB Lodge(Dannhauser)	Izinga Guest house	Wedding Court
Grey Goose Farm Lodge	Newcastle Club	Cannon Lodge
Newcastle Inn	KwaLanga (Dannhauser)	Phumula Nathi Motel

Amajuba also offers support services that tourists require when visiting an attraction. These include, amongst others:

- Banking and finance
- Health services
- Safety and security
- Legal services
- Tourism information
- Tourist infrastructure
- Transport infrastructure
- Restaurants and entertainment

#### **MONUMENTS AND THEIR SIGNIFICANCE**

The Battlefields region is considered the biggest tourism asset in Amajuba. It is the only tourism region as determined by TKZN that falls within Amajuba and therefore it receives the most exposure by TKZN. However, it must be noted that the three most visited and renowned battlefields sites (Rorkes Drift, Isandlwana, and Blood River) fall outside of Amajuba. Amajuba's sites revolve around the first Anglo-Boer war otherwise known as the Transvaal War of Independence. The sites include the following:

In Newcastle LM:

1. Town Hall- this National Monument was built in 1897 in Scott's Street to commemorate the Diamond Jubilee of Queen Victoria. Today it houses the office of Tourism Newcastle
2. St Dominic 's Pavilion –Also a national monument, this elegant building dating back to 1916 was designed as skating rink and was used for social events
3. Hilldrop House – It was once king of Solomon Mines Author H. Rider Haggard it's a national monument the house now is a 4\* B&B with 26 private suites
- 4 The Armoury
- 5 The Military Cemetery (in the centre of old Town Cemetery

In **Utrecht** itself there are:

- 1 The Old Parsonage & Museum
- 2 The Dutch Reform Church – A national monument built in sandstone with Oregon eaves and pews. The foundation stoned was laid by General Piet Joubert ,Commandant General of the ZAR The burger monument of the second Anglo Boer War stands in a church square



- 3 Captain Leo Pokrowsky Monument
- 4 Petrus Lafras Uys Monument
- 5 The Old Residency
- 6 The Uys House one of the oldest buildings in Kwa Zulu Natal dating to 1856 it was the home of Swart Dirki Uys, the first Commandant of Utrecht.
- 7 The Rothman & Shaw Houses –this monument is considered to be among the finest example of national colonial architecture in rural Kwa Zulu Natal.
- 8 The Town Hall
- 9 The "Landrost, Post - en Telegraafkantoor" – Built in 1892 this national monument and museum has period rooms and portrays the border dispute between the former Transvaal and Zululand
- 10 The British Military Cemetery (In the centre of the old town cemetery)

### **ANNUAL EVENTS PROGRAMME**

Events are an important element in the marketing of tourism in Amajuba. They offer additional reason to visit a place over and above the traditional tourism products offered. Much of the appeal of events is that they are experiential in nature you have to be there to fully enjoy and experience else the opportunity is lost Amajuba already is host to a number of sporting events due to its central location. This is especially true of junior and school events. Several club events, arts events and heritage events are also organized annually.

Annual events held in Amajuba:

#### **Events Calendar**

<b>Name of the Event</b>	<b>Description</b>
<b>Chelmsford Challenge Dannhauser</b>	Open Water Swimming at Ntshingwayo Dam- January
<b>Old Mutual Battlefields 5 in 1</b>	Comrades / Oceans Qualifier- February
<b>Vulintaba Mountain Bikes Series</b>	Mountain Bike Series – February, March, May, and June
<b>Waterside Wimpy Checkers Cycle Challenge</b>	Road Cycling-February
<b>Balele Rally</b>	Massive Ride & Stuns – Bikers games at the Resort-March
<b>Kosmos Festival Utrecht</b>	Market Day & Concert- March
<b>Easter Sunday Music Show</b>	Live Music Performances & DJ-April
<b>Vodacom Winter Festival</b>	4 day Festival including live performances, agricultural exhibits, arts & craft, – April
<b>Newcastle Air show</b>	Aviation - Tourism Attraction – May/June
<b>Siyabonga Nkosi Challenge Cup</b>	Soccer Challenge – June
<b>Newcastle Memel Walk</b>	50 km Run/ Walk relay from Free State to KZN- August
<b>Drag Racing</b>	Blackrock Casino - August
<b>Art in the Park</b>	Art & Craft Exhibition September – Carnegie Art Gallery
<b>Motor and Outdoor Festival</b>	This is an annual fundraiser for Drakensberg Primary School - September
<b>Dragon Festival</b>	Chinese Dragon Boat Racing and Music Show - September
<b>St Dominic's Bundu Bash Balele Game Park - Utrecht</b>	Run/Ride/Swim/Amble-October

<b>Summer Explosion Amcor Dam</b>	Live Music Performances & DJ's -October
<b>Amajuba Rainbow Show</b>	Art and Culture event -October
<b>Mo Fest</b>	Music Festival in aid of Testicular Cancer - November
<b>Comedy Show</b>	Different comedian entertain the audience in close setting - December
<b>Amcor Dam Festival</b>	Live Music Performances & DJ's - December

#### 5.4.6 PROGRAMMES AND PROJECTS

Through workshops, the following 20 projects were established as priority projects for implementation should funds be available:

#### Priority programmes and projects

<b>1) Marketing – tourism growth &amp; development (demand)</b>
1.1.1) Develop tourism packages and incentives targeted at businesses, schools, sports associations and clubs.
1.1.3) Promote MICE venues and packages in businesses and government in and outside of Amajuba.
1.2.1) Relocate and refurbish the tourism info centre in Newcastle and Utrecht, with satellite stations at strategic locations.
1.2.3) Contract web designers to design and maintain an Amajuba Experience type website, and similarly to develop and maintain current municipal websites. Launch a social media marketing program.
1.3.1) Develop a Brand for Amajuba.
<b>2) Product Development and Planning</b>
2.1.2) Establish a district events strategy, including identification of 5 new large events, in order to manage and co-ordinate events.
2.2.3) Heritage: Implement findings of the SiVest 2005 Battlefields infrastructure upgrade plan, including maintenance agreement. Solve access problems surrounding land ownership.
2.2.12) Amajuba dams revitalisation project which aims to improve infrastructure at 5 dams across Amajuba.
2.3.3) Arts&Culture: Relocate and expand Carnegie Art Gallery premises.
2.4.2) Lobby for grants from provincial treasury for upgrade of Newcastle Airport, in conjunction with LED and Newcastle LM.
<b>3) People in tourism</b>
3.1.1) Improve access to tourism products for accessibility challenged visitors.
3.1.2) Improve implementation of the Tourism Grading council's star grading system in Amajuba and Encourage Service excellence.
3.2.3) Ensure ongoing business support for SMMEs
3.2.7) Establish permanent crafters stalls at tourism nodes/sites and make provision for crafters at events, as well as establishing regular crafting events.
3.3.3) Develop programs to improve tourism awareness & understanding amongst learners, students, the media and communities.
<b>4) Policy, strategy, governance, research &amp; knowledge management monitoring &amp; evaluation</b>
4.1.1) Increase local municipality tourism budgets significantly, and review the district tourism budget and lobby for a dedicated tourism official at Dannhauser and Utrecht local municipalities.
4.1.2) improves the operation of the Amajuba Tourism Forum and gain buy-in from all LMs for the tourism institutional structure.

### **The projects that were completed**

- Amajuba events S strategy has been developed
- A Brand for Amajuba has been developed
- The Amajuba Tourism Forum has been improved and it has gain the buy in from all LM and the tourist institutional Structure

### **Amajuba has six priority projects**

The following project designs provide further implementation information for 6 of the priority 1 projects.

1. Relocate and refurbish the tourism info centre in Newcastle and Utrecht, with satellite stations at strategic locations.
2. Develop a Brand for Amajuba.
3. Establish a district events strategy in order to manage and co-ordinate events.
4. Amajuba Dams Revitalization Programme which aims to improve infrastructure at 5 dams across Amajuba.
5. Improve implementation of the Tourism Grading council's star grading system in Amajuba and Encourage Service excellence.
6. Conduct research in order to understand Amajuba's current tourism market segments, and the economic impact of all tourism products, including events.

#### 5.4.7 SWOT ANALYSIS FOR AMAJUBA DISTRICT

The following tables list the strengths, weaknesses, opportunities and threats in Amajuba.

#### **Tourism SWOT**

Strengths
<ul style="list-style-type: none"> <li>• A 'Town within a Game Park'</li> </ul>
<ul style="list-style-type: none"> <li>• Chelmsford Nature Reserve – 2<sup>nd</sup> most visited dam in KZN</li> <li>• Amajuba is home to Birdlife Northern Natal and has several important bird species.</li> <li>• A variety of nature based private lodges and activities such as hiking and fishing.</li> <li>• Network of roads and location that is very central to Durban, Gauteng and Bloemfontein.</li> <li>• Mountainous areas surrounding Amajuba to the east and west are very scenic.</li> <li>• Several active sports clubs, and sportsmen in Amajuba who co-ordinate events constantly at a range of good venues.</li> <li>• 2 museums and an art gallery (third largest in KZN) with dedicated curators.</li> <li>• Several large events attract thousands of people to Newcastle yearly.</li> <li>• An excellent system of tourism routes that are well sign posted and spatially varied.</li> <li>• Twin cities programs in Utrecht and Newcastle</li> <li>• Many B&amp;Bs and lodges providing accommodation options. Also several conference and function venues with more popping up all the time.</li> <li>• Thousands of business visitors a year.</li> </ul>



<ul style="list-style-type: none"> <li>Strong district tourism organizations: Assistant Director of Tourism, Amajuba Tourism Forum</li> </ul>
<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>Historical association of the district as a mining and industrial centre</li> <li>Run-down of tourism attractions – particularly Battlefields sites; arts and crafts sites; birding; and nature reserve sites.</li> <li>Lack of capacity of tourism attractions – particularly accommodation facilities at Balele, Drakensberg Foothills, and Chelmsford.</li> <li>Lack of tourism attractions –no major draw-card attraction.</li> <li>Lack of signage along the N3 and N11.</li> <li>Much of the land and attractions fall onto private land, often farm-land which makes creating and maintaining attractions difficult.</li> <li>Road infrastructure – several regional roads are not up to standard</li> <li>Art gallery does not have enough space to operate properly and is hidden in the center of town.</li> <li>Township tourism route is not functioning properly due to lack of demand.</li> <li>Accommodation places do not cater adequately for business visitors.</li> <li>Lack of recreational areas and activities in Newcastle.</li> <li>Low standard tourism information Centre hidden in the center of town, no tourism information Center in Utrecht.</li> <li>Low capacity local municipality tourism organizations and departments.</li> <li>Failure to market the Black Rock Hotel and casino appropriately</li> </ul>
<b>Opportunities</b>
<ul style="list-style-type: none"> <li>Establishment of tourism attractions at Ncandu and Drakensberg Foothills, including Vulintaba Resort</li> <li>Upgrading and increased capacity of the N11</li> <li>Development of the N11 as a tourism route linking Ladysmith to Newcastle and beyond.</li> <li>Targeting and attracting, national, provincial and regional sporting events.</li> <li>Creating further adventure tourism routes such as 4by4 and biking routes.</li> <li>Promotion of Amajuba's birding spots through BLNN.</li> <li>Agency to take over management of Balele Game Park in July 2012.</li> <li>Equestrian sport – including bush racing.</li> <li>Arts and culture – unique crafting and art work being produced and collected, Lucky Dube's grave and daughter</li> <li>A host of famous people who come from Newcastle.</li> <li>Agricultural Tourism</li> <li>Functions and conferences</li> <li>DEDT project that plans to upgrade municipal airports across KZN</li> <li>Camping facilities, opening up new tourism areas.</li> <li>Links to Wakkerstroom via Zaaihoek dam, due to the new road. As well as links to Memel and Vrede.</li> </ul>
<b>Threats</b>
<ul style="list-style-type: none"> <li>Continued run-down of sporting facilities such as the swimming pool.</li> <li>A lack of communication with the Free State leads to continued degradation of the R34.</li> <li>Possibility of mining in the D96 valley and throughout a large portion of Emadlangeni.</li> <li>Decreasing visitor numbers to Battlefields across the province.</li> </ul>

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| <ul style="list-style-type: none"> <li>• The art gallery does not get a new space and lack of promotion leads to continued drop in production of local crafters and artists.</li> </ul>                        |
| <ul style="list-style-type: none"> <li>• Further degradation of Dannhauser and Utrecht towns.</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Lack of resources for marketing leads to insufficient demand for attractions, and the image of Newcastle as a mining town remains unchanged.</li> </ul>               |
| <ul style="list-style-type: none"> <li>• Poor demand for tourism attractions in Amajuba and increased competition</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Airport upgrade leads to business men spending shorter time in Newcastle</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Continued inequality in demand between Newcastle town, and Madadeni and Osizweni leads to the closure of many SMMEs and lack of transformation in tourism.</li> </ul> |

## POSSIBLE FUTURE TOURISM INVESTMENT

### **The Amajuba Dam revitalisation programme**

Amajuba is planning a Dam revitalisation programme which will help sustain the dams and also make sure that it attracts the large number of tourist. Amajuba is planning to revitalise the 5 Dams around Amajuba .currently Chelmsford nature reserve and a Balele game park attracts the highest amount of leisure visitors. The majority of these visitors are local but there are visitors from outside Amajuba, especially over the holidays and during events. Both reserves, however, are in need of upgrades and especially an increase in accommodation as they have to turn people away over the summer months. Furthermore, Zaaiohoek dam is beautiful but is not developed. Tom Worthington dam has a few service providers but is lacking in infrastructure. Amcor and Trim Park could also be revamped to better host events. These dams have the potential to unlock events, adventure and sports tourism opportunities.

Each of the dams is unique in their level of tourism potential and development. The following projects have been suggested as part of the dams revitalization programme.

- Introduce camp-sites and security at Zaaiohoek Dam.
- Increase accommodation capacity at Chelmsford Nature Reserve.
- Increase accommodation capacity at Balele Game Park and provide support for its impending change in management and upgrade.
- Introduce and upgrade of info lapha boards, ablutions and picnic sites and other infrastructure at Balele Game Park, Chelmsford Nature Reserve, Zaaiohoek Dam, Amcor Dam, Trim Park (Newcastle), Tom Worthington Dam (Hattingspruit – Dannhauser).
- It is vital that this infrastructure upgrade includes sporting, fishing and birding infrastructure in collaboration with the appropriate clubs.

### **• Challenges**

It is difficult to measure the contribution of tourism to the district economy as GVA from the tourism industry is spread across a number of other sectors. However, catering and accommodation within Amajuba contributed 0.6% to total GVA in 2010. This is expected to be only a portion of the total GVA generated from the industry. The contribution of this sector to total employment is 1.5%, which equates to approximately 1290 employed persons.

Further constraints to the sector include:

- a) Historical association of the district as a mining and industrial centre;
- b) Lack of coordinated promotion of the region and attractions offered;
- c) Run-down and lack of tourism facilities;
- d) No specific draw-card attraction to make the district a priority for tourists;
- e) Lack of sufficient signage along the N3 and also within the district to promote tourism facilities and attractions;
- f) Loss of tourists to larger tourist attractions such as the Durban beachfront, Drakensberg Mountains, and the north and south coast.

- **Investment Opportunities**

- (i) Establishment of extension services for natural attractions such as the Ncandu and Chelmsford Reserves at the foothills of the Drakensberg, as well at historical attractions including battlefields
- (ii) The development of the N11 as a possible dual carriage toll road will be key in the future success of the development of the battlefield sites.
- (iii) The role of marketing and tourism campaigns would play a key role in creating long-term sustainable tourism development for the area. With such limited tourism to the area there is an opinion that domestic tourism marketing could build an 'exploration' brand for the domestic market. The concept of developing and branding a 'tourism route' for Amajuba is one that should be explored as a means of linking Gauteng with key tourism areas in KZN via Newcastle.
- (iv) The KwaZulu-Natal Government and the Amajuba District Municipality in collaboration with the KwaZulu-Natal Tourism Authority should be primarily responsible for promoting the planning arenas a destination (i.e. generic marketing). This needs to take the form of, *inter alia*, websites, brochures, booking facilities, information offices, trade fair promotions and internet marketing.

## 5.5 Community Development and Vulnerable Groups

### 5.5.1 INSTITUTIONAL SOCIAL DEVELOPMENT ANALYSIS

Community Services Department is one of the key departments geared towards the advancement of meaningful Service Delivery Objectives and Outcomes within Amajuba District Municipality. As a department within the municipality, Community Services Department also subscribes to the National and Provincial Integrated Service Delivery Plans and Priorities as outlined accordingly.

Strategically, Community Services Department is best suited for the municipality to achieve the three main National and Provincial priorities, that is, Leading and Sustaining Urban and Rural Development, promoting sustainable change in Socio-Economic Relations and Healthy lifestyle and Promoting Good Governance and Nation Building. The planning, implementation and impact of these three priorities is clearly defined and entailed in the Turn-around Strategy and the SDBIP of Amajuba District Municipality. A detailed implementation plan is also available in the Departmental Business Plan.

Within the ambit of Community Services Department there is Social Development Unit. This Unit is primarily responsible for the advancement and improvement of the Social-Wellbeing and Socio-Economic status of the entire population of the District.

Below are the IDP programmes and project for the Social Development Unit under Community Services Department at Amajuba District Municipality.

### **Overall Objective**

The overall objective of the department is derived from the Municipal Vision and Mission which clearly states and sets targets for development objectives of the Municipality. Amajuba District Municipality Community Services Department will continuously strive for the provision of the improved and better socio-economic services to the entire population of the district, hence contributing directly to national building.

### **Available Resources**

The departmental organogram clearly outlines the available resources and the capacity that the department has to carry out its mandatory task. The integrated approach in delivering services is also another strong tool that the department employs in its planning, implementation and assessment phases. The National and Provincial support programmes and the relative departments within the municipality also provide a wide range of resources for the sustainable development of the population and resources within the District Municipality

### **Stakeholders Forums**

In order to pay full subscription to Good Governance, Institutional Development and Financial Viability, the department is in a process of establishing relevant integrated Stakeholders Forums for each and every programme or project that falls within the ambit of the department. These forums should be in line with the National and Provincial structural framework and policy guidelines.

### **Sector Plans**

The department continuously develop, review and implement sector plans which assist in the sustainable urban and rural development initiatives for the district. During this 3<sup>rd</sup> generation of IDP's, the department is reviewing most of its sector plans to ensure that they are in line with the new strategies and the vision of the municipality.

#### **5.5.2 FOCUS AREA – GENDER, YOUTH, DISABILITY, CHILDREN**

Social Development Unit administers Arts and Culture, Sports and Recreation, Youth, Gender, Children, Disability, Senior Citizens, Transport Plan and Implementation, Cemetery Plan and Implementation and related facilities as part of the day-to-day programmes and projects for the department. There are also intergovernmental and other special programmes or projects that the unit also handles as per the need and Work Breakdown Structure of the Municipality.

The implementation and proper monitoring and evaluation of programmes and projects as outlined in the Departmental Business Plan and the municipal SDBIP will be the high focus area for the Department and also Social Development Unit. This will undoubtedly lead to the achievement of the desired outcomes as outlined within the three spheres of governance. Programs for this focus areas are as follows:

The projects below are projects for the 2017/18

Program	Year	Location	Budget (ADM)	Project Segment	Responsibility
<ul style="list-style-type: none"> <li>Operation Siyaya eMhlangeni</li> </ul>	18-19/8/2017	Dannhauser KwaMdakane Hall	R4 000.00	Special Programmes and Sidlangoludala Maiden's Organization, Dept. of Arts and Culture, Health, Education	Project jointly held with KZN DAC in preparation for the Reed Dance
<ul style="list-style-type: none"> <li>Royal Reed Dance (accommodation for ADM delegation)</li> </ul>	September 2017	Enyokeni KwaNongoma	R16 000.00	Special Programmes, Dept of Arts and Culture	Royal Reed Dance for the Zulu Maidens
<ul style="list-style-type: none"> <li>Amajuba District Arts, Culture &amp; Heritage Exhibition</li> </ul>	September 2017	Osizweni Arts Centre	nil	Special Programmes & Dept. of Arts and Culture	Celebrating the Heritage Day
<ul style="list-style-type: none"> <li>Amajuba/Newcastle Heritage Awards</li> </ul>	September 2017	Arbor Park Sport Fields-Newcastle	nil	Eco-Life Media, ADM,N/Castle Municipality & KZN-DAC	Proposed Partnership Project
<ul style="list-style-type: none"> <li>Amajuba District Cultural Competitions</li> </ul>	January 2018	Madadeni TVET College Hall	nil	Officer and Manager Special Programmes & relevant stakeholders	Annual District Music, Song & Dance Competitions
<ul style="list-style-type: none"> <li>Mural Painting at Osizweni Arts Centre</li> </ul>	October 2017	Osizweni Arts Centre	nil	Special Programmes & relevant stakeholders	Project Long Overdue. All delays attributed to ADM
<ul style="list-style-type: none"> <li>Amajuba Contemporary Music Talent Show</li> </ul>	March 2017	TBC	nil	Special Programmes & relevant stakeholders	Intergovernmental project with KZN-DAC
<ul style="list-style-type: none"> <li>Amajuba Joy of Jazz Workshop &amp; Seminar</li> </ul>	May 2017	Amajuba Sports Complex Hall	nil	Special Programmes & relevant stakeholders	Revival of Historic & Contemporary Music

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• Inter-governmental Programmes/Projects	Ongoing	TBC	nil	Special Programmes & relevant stakeholders	Support for external programmes promoting Arts & Culture Development
• Amajuba Arts and Culture Summit	June 2017	Osizweni Arts Centre	nil	Special Programmes & relevant stakeholders	Development of District Arts and Culture programme for the ensuing year

Project Name	Situational Analysis	Expected outputs	Opportunities
<b>Gender</b>	The increasing reported cases on Gender Based Violence, infringement of human rights, lack of skills in socio economic development and Moral Regeneration informs the programmes that should be delivered by the District for both Men and Women	<ul style="list-style-type: none"> <li>-Awareness programmes on Gender Based Violence, General Health issues, Commemorate annual calendar events (Men's Month and Women's Month),</li> <li>-Parenting support for single guardians and mothers/fathers,</li> <li>-Provide skills based sessions to improve socio economic status of both genders</li> <li>-Revive the Gender forum and skill them on current gender issues</li> </ul>	The willingness of sector Departments, Civil Society and Local Municipalities to assist in implementing all Social Development programs through their own staff and funding

Program	Timeframe	Locality	Budgeted amount	Implementing Agent	Target
• Women's Parliament	August 2017		nil	Special Programmes, Social Development, Health, Education, Community Safety and Liaison, Religious Sector, Private Sector	Provincial Women's Parliament including female Mayors and Speakers

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• Provincial Women's Day Celebration	August 2017		nil	Office of the Premier	Provincial Women's Day Celebration
• District Women's Prayer Meeting	August 2017	Dannhauser Municipality ward 4	nil	District Special Programmes	Public Women's Inter-church prayer for all social ills
• District Women's Gala Dinner	December 2017	Newcastle	nil	District Special Programmes	Partnership Project with private women's initiative
• Revival Of District Gender Forum	August 2017	ADM Office	nil	ADM, LM's & Relevant Stakeholders	Revival of District Gender Forum
• Men's Dialogue	July 2017	NUT, NDH & NN	Nil	ADM, LM's & Forum Members	Awareness on Gender based violence
• ADM Rural Women Empowerment Summit	March 2018	Emadlangeni Municipality	nil	ADM, LM's & Forum Members	Entrepreneurship skills for women

Special Program Sector	Status Quo	Recommendation	Responsible Department
<b>Arts and Culture</b>	Local Arts and Culture Gendres and Recreation should be continually developed through skills programmes, locally and Provincially. This has not been happening due to ADM's financial constraints.	<ul style="list-style-type: none"> <li>• Develop and revive Arts and Cultural Activities in the District</li> <li>• Host competitions</li> <li>• Support Arts and Culture groups in competing outside the District</li> <li>• Promote and support Annual Cultural activities for both men and women, i.e. Umkhosi Womhlanga, Umkhosi wokweShwama etc.</li> <li>• Promote intergenerational dialogues to promote conversations on cultural issues</li> </ul>	Department of Arts and Culture

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Special Project Sector	Status Quo		Recommendation		
<b>Disability</b>	The protection, promotion of rights and skills development of the disabled community is currently not being attended to due to lack of funding.		<ul style="list-style-type: none"> <li>Revive and skill the forum on current issues and available opportunities for the sector</li> <li>Awareness campaigns to the affected group and community on Disability issues</li> <li>Participate in Inter District Sports events</li> <li>Attend Disability Parliaments for providing inputs specific to Amajuba</li> <li>Provide skills development workshop and session for the disabled</li> <li>-Provide support to parents of disabled children</li> </ul>		
Programme	Year	Location	Budget	Sector	Recommendation
• International Day for Disabled Persons	December 2017	TBC	nil	Special Programmes and Local Municipalities	Transport & Refreshments for ADM participants.
• Amajuba Summit on Albinism	Nov 2017	Newcastle	nil	Special Programmes and Local Municipalities, Education, Health	Consultative Summit for the Deaf.
• ADM Disability Sports Day	Dec. 2017	Newcastle	nil	Special Programmes and Local Municipalities	Sports Day for the Disabled.
• ADM Disability Cultural Festival	Feb. 2017	Madadeni	nil	Special Programmes and Local Municipalities, Arts and Culture, Education	Cultural Festival for the Disabled Persons.
• Disability Awareness Campaigns	Ongoing	NDH, NUT & NN	nil	Special Programmes and Local Municipalities	Create public awareness on the love & care for the disabled.
• ADM Disability Forum Meetings	Ongoing	ADM Offices	nil	Special Programmes and Local Municipalities	ADM Disability Forum Meetings
• Inter-governmental Programmes/Projects	Ongoing	Not Specified	nil	Special Programmes, Local Municipalities and sector Departments	Integrated planning and implementation.



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Program Sector	Situational Analysis	Planned Programs			Budget (ADM)
Children	The protection, promotion of rights and life skills development programmes for children is currently not being attended to due to lack of funding.	<ul style="list-style-type: none"> <li>Revive and skill the forum on current issues affecting children</li> <li>Awareness campaigns on different categories of abuse against children, to the children and community at large</li> <li>Provide skills and personality building session to children</li> <li>Attend Children's Parliaments for providing inputs specific to Amajuba</li> <li>Provide skills development workshop and session for the parents and guardians of vulnerable and orphaned children</li> <li>Provide support Child headed households</li> </ul>			R10 000.00
Programme	Year	Location	Budget	Implementation Agent	
• District Children's Parliament	May 2018	ADM Council Chamber	nil	Special Programmes, Local Municipalities and sector Departments	
• Children's Rights Awareness Campaigns	January to June 2018	Throughout the District	nil	Special Programmes, Local Municipalities, Departments of Education, Social Development, Health, Office of the Premier-Children's Directorate	
• Child Protection Week	June 2017	NDH, NUT & NN	R10 000.00	Special Programmes, Local Municipalities and sector Departments	
• District Children's Day	TBC	NUT	nil	Special Programmes, Local Municipalities and sector Departments	
• National Children's Day	TBC	TBC	nil	Special Programmes, Local Municipalities and sector Departments	

Project Sector	Status Quo	Recommendations
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<p><b>Senior Citizens</b></p>	<p>The protection, promotion of rights and active ageing of the elderly in the community is currently not being attended to due to lack of funding.</p>	<ul style="list-style-type: none"> <li>-Revive and skill the forum on current issues affecting Senior Citizens</li> <li>-Awareness campaigns on different categories of abuse against older persons, to the senior citizens and community at large</li> <li>-Provide coping skills sessions for older persons</li> <li>-Attend Senior Citizens Parliaments for providing inputs specific to Amajuba</li> <li>-Provide skills development workshop and session for the care givers and guardians of vulnerable and ailing senior citizens</li> <li>-Provide support to households headed by older persons</li> <li>-Provide intergenerational dialogues to bridge the gap between youth and older persons</li> <li>-Celebrate Centenarians and their contribution to the society</li> <li>-Attend Provincial and National Golden Games that promote active ageing</li> </ul>
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Programme	Year	Location	Budget	Implementing Agent	Programme
<ul style="list-style-type: none"> <li>• Celebrate Mandela Day</li> </ul>	<p>July 2017</p>	<p>Dannhauser</p>	<p>nil</p>	<p>Special Programmes, Local Municipalities and Departments of Sports and Recreation, Health and Education</p>	<p>Celebrate Mandela Day and Centenerians in the District</p>

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• District Golden Games	July 2017	Newcastle	nil	Special Programmes, Local Municipalities and Departments of Sports and Recreation, Health and Education	Promote Active Ageing
• Provincial Golden Games	Aug. 2017	Newcastle	nil	Special Programmes, Local Municipalities and Departments of Sports and Recreation, Health and Education	Promote Active Ageing
• National Golden Games	Oct. 2017	Gauteng	nil	Special Programmes, Local Municipalities and Departments of Sports and Recreation, Health and Education	Promote Active Ageing
• ADM Senior Citizens Forum	Ongoing	Within the District	nil	Special Programmes, Local Municipalities and Departments of Sports and Recreation, Health and Education	Reviving ADM Senior Citizens Forum

### 5.5.3 FOCUS AREA – HIV/AIDS

HIV/Aids is a major concern in SA, government has developed plans to assist in curbing the incidence rate and management of the virus. The ADM in partnership with sector departments operating under the ADM HIV/Aids Council are taking strides to manage the virus.

Project Sector	Status Quo	Recommendations
HIV/AIDS	The District is currently facing the rising statistics in new HIV infections, STI infections, TB, Sexual	-Provide Awareness and prevention programmes

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		Assaults against children and Transmission from Mother to Child infections. The listed programmes should be addressing these challenges through prevention programmes, however the impact is minimal due to budget constraints.		<p>-Provide training to the District AIDS Council on current issues that affect communities and vulnerable population groups</p> <p>-Coordinate the partnering of community sectors (Religiou, Traditional healers, gender, senior citizen, youth, private sector etc.) with government departments on the fight against HIV/AIDS</p> <p>-Attend conferences and workshops to gather new and relevant information for the District</p> <p>-Host the District AIDS Day and other programmes that commerate community involvement in the fight against HIV/AIDS</p> <p>-Promote workplace programmes that support healthy lifestyle, starting with ADM</p>	
Program	Timeframe	Location	Budget (ADM)	Implementing Agent	Aim
• ADM District HIV and Aids Council	Ongoing	ADM Offices	R5 000.00	Office of the Mayor & District Council Members	Legislative Requirement
• TVET HIV/AIDS Awareness Campaigns	Quarterly	Amajuba TVET Colleges	R20 000.00	Special Programmes, Local Municipalities and sector Departments (Operation Sukuma Sakhe)	Partnership Project for Social Cluster departments
• Men's HIV/AIDS Free Society Campaign	July 2017	Osizweni Arts Centre	R15 000.00	ADM & Men's Forum and OSS	Awareness on HIV/AIDS, Women & Children abuse
• EPWP Social Sector Support Programme	Annually	Placement at Local Municipalities	R405 000.00 (EPWP)	ADM, Local Municipalities & relevant institutions	Roll out of the Medical Male Circumcision
• HIV/AIDS Capacity Building, Monitoring & Evaluation Plan	Monthly	Within the District	nil	ADM & Social Cluster Departments	Integrated HIV/AIDS Implementation and Monitoring Plan
• World HIV and Aids Day	December 2017	District or Provincial	R10 000.00	Operation Sukuma Sakhe	Commemorate World Aids Day

#### 5.5.4 FOCUS AREA – SUPPORT TO SMMEs

The ADM has developed a five-year training plan for SMME's addressing all the identified skills shortages such as artisans, business management, HACCP and ISO, etc. This will address the identified skills and capacity shortages in the ADM. The new EPWP Amajuba DM policy is now been integrated to include all three sectors namely Infrastructure, Social and Environmental.

This is the current focus and mandate of the EPWP Phase 3, emphases is now placed on the three main outputs,

- namely employment creation,
- income support and
- the development of community assets and the provision of services, delivered on a consistent basis at the required quality creates the platform to enable broader SMME development impacts.

The injection of income in communities, participation of beneficiaries and utilization of assets will enhance the livelihoods and local economic development. All infrastructural projects are now being aligned to include SMME development via the MiG, EPWP and WSIG programmes.

All contracts involved in the provision of infrastructure are expected to contribute to the SMME and Entrepreneurial development. Through the Municipal Infrastructure Grant (MIG) municipalities are required to use the "Guidelines for the Implementation of Labour-intensive Infrastructure Projects" for the identification, planning, design and construction of every project financed through the MIG and ensure that SMME development is now been introduced via the contracts.

#### 5.5.5 PROPOSED PROGRAMMES ON FOCUS AREAS

All departmental programmes and projects are prioritised in accordance to the time span and budget plan for each programme or project as outlined in the list below.

#### 5.5.6 DEVELOPMENT OF THE SECOND ECONOMY AND POVERTY ALLEVIATION

##### **Poverty Alleviation Strategy**

The ADM has developed a strategy for the implementation, monitoring and evaluation of poverty alleviation programmes. All departments that are participating in poverty alleviation programmes have contributed to the policy in order to align and coordinate poverty alleviation in the DM.

##### **Training**

Poverty alleviation projects are aimed at empowering entrepreneurs to create projects linked with the ADM LED Strategy, and the five year training plan for SMME's to ensure the development of the entrepreneur.

Alignment of FETs training and development programmes with the ADM Sector Plans to ensure employment opportunities and entrepreneur development.

Conduct educational tours for entrepreneurs to be exposed to opportunities outside of the district and establish support networks.

### Projects

The ADM is planning and implementing projects that will absorb current small businesses into the main stream economy. These projects include the Techno Park and tomato processing, Soya production and processing, tannery, deboning plant, abattoirs, feedlots, medicinal plants and herbs, aquaculture, mushrooms, irrigated vegetable production and Mining.

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The table below reflects a proposal by the Kwa-Zulu Natal Chamber of Commerce, the project proposed requires funding. This proposed project is aimed at developing skills, creating jobs and sustaining income for households.

Programme	Objective	Project Locality	Funds Required	Targeted beneficiaries	Duration	Comments
Manufacturing Incubation	Manufacturing of steelwork, aluminium and woodwork	B2586 Section 1 Madadeni	R 281 000	Unemployed graduates from Amajuba FET	2016/17 – 2019/2020	Land has been sponsored by the Newcastle Local Municipality
Container City Incubation	To provide goods and services	Proposed location is KwaMdakane	R 980 000	Unemployed graduates from Amajuba FET	2016/17 – 2019/2020	

### 5.5.7 SOCIAL GRANT SUPPORT

A large portion of South Africans are dependent on social grant, this dependency also exists within the ADM. Grants aimed at child support are significant in comparison to the other categories in social grant relief methods. The table below outlines the proportion of the population in the ADM jurisdiction that is dependent on social grant relief.

Social Grant Beneficiaries					
Grant Type	% per category	No. of beneficiaries ADM	No. of beneficiaries DLM	No. of beneficiaries NLM	No. of beneficiaries ELM
Older Persons Grant	22,0	24371	5267	17507	1597
Disability grant	9,5	10514	2212	7810	492
Foster Care grant	3,6	4015	1030	2621	364
Combined grant	0,8	380	37	332	11
Grant in aid	1,6	1743	473	1101	169
Care Dependency grant	18,0	19976	321	19552	103
Child Support grant	45,0	49922	12660	32118	5144
Total Beneficiaries		110921	22000	81041	7880
Percentage Comparison to ADM	100	100,0	19,8	73,1	7,1

The table above clearly indicates that the major grant recipients are in the Child support grant (45%) followed by old persons grant (22%) and care dependency grant (18%). These figures can also be supported by the dependency ratio and the unemployment rate. The vision 2035 supported by the NDP and related documents aim to ensure that communities are able to generate their own money enriching households and capacitating individuals.

The ADM participates in SMME development, skills transfer to youth and co-operatives in pursuit to reduce the dependency ratio, reduce dependency on grants and develop co-ops which will have an economic spin off.

### 5.5.8 SOCIAL SERVICE SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>Moral Regeneration programs have been implemented minimally through OSS partnerships</li> <li>Operation Siyaya Emhlangeni and the Annual Reed Dance was implemented through partnerships with sector Departments</li> <li>ADM has been assisting by transporting Arts groups to Provincial Events</li> <li>The minimal available budget will assist in implementing the Child Protection Week Programme</li> <li>The Active Ageing programme was implemented through Sector Department and NGos (SAOPF) partnerships and donations</li> </ul>	<ul style="list-style-type: none"> <li>All Social Development programs are expected to be delivered for prevention and intervention as per Provincial mandates and annual, however, minimal budgets are attached to all SDU Programs</li> <li>The SDU is grossly understaffed</li> <li>Insufficient capacity and resources</li> </ul>

<ul style="list-style-type: none"> <li>• TVET Activation programmes were done through OSS partnership (HEAIDS)</li> <li>• World AIDS Day was commemorated also in partnership with sector departments</li> <li>• The internship programme was implemented in partnership with TVET Colleges and NGOs</li> <li>• The District has also hosted Matric Excellence Awards annually</li> <li>• Team Amajuba participated in the 2017 SALGA Games, through partnerships with sector departments and sports federations</li> </ul>	
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Partnering with Sector Departments and also PPP</li> <li>• Keen interest of youth in the development of skills</li> </ul>	<ul style="list-style-type: none"> <li>• Staff capacity challenges – not all programs are implemented sufficiently</li> <li>• Budgetary constraints</li> <li>• Social ills</li> </ul>



## 6. Basic Service Delivery

Newcastle and Amajuba municipalities are both Water Services Authorities (WSA) with Amajuba serving Emadlangeni and Dannhauser municipal areas and Newcastle being responsible for its own municipal area. Both municipalities make use of uThukela Water as the Water Services Provider. The ADM is has reviewed it WSDP which was approved by Council on the 30 May 2017.

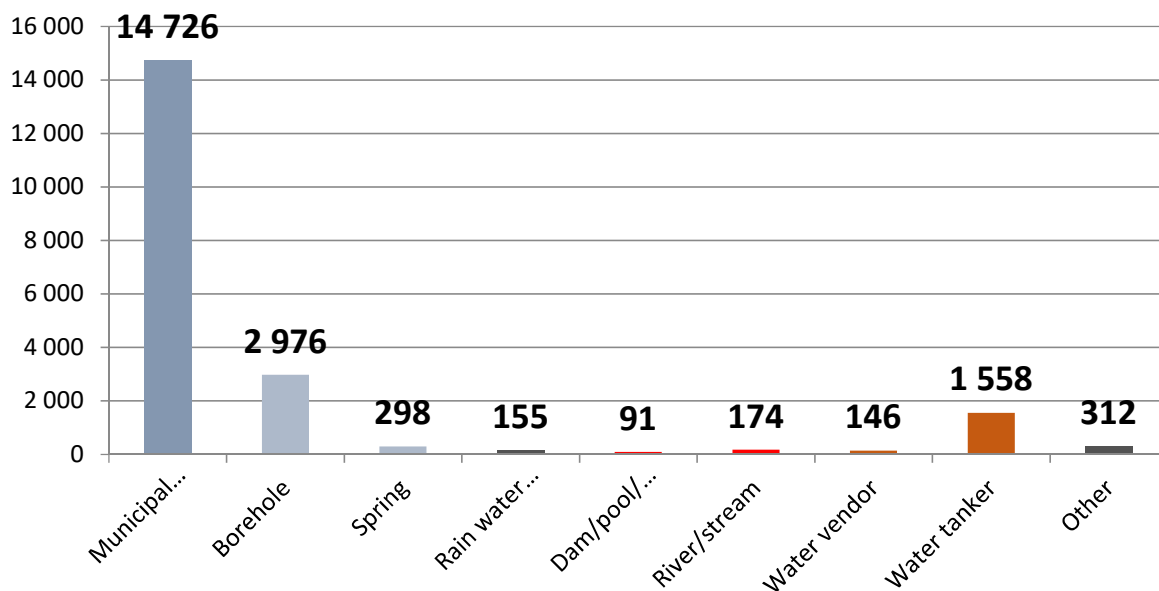
To ensure improvement in Water service delivery, we have embarked on eradicating aging Infrastructure for water. We have developed the Operation and Maintenance Plan for Water Infrastructures. This Plan is being implemented and will be reviewed as and when deemed necessary by the Council of the ADM and as per legislative requirements.

Based on the 2016 Stats SA Community Survey, the following emerged because of numerous projects that are underway within the Amajuba District Municipality.

- 111632 of households have piped water supply either to inside the home or on site
- 17 % of households rely on communal stand pipes.
- 7, 9% of households are reliant on boreholes or springs as opposed to the previous and are reliant on other sources of water. The quality of the water obtained from these sources is unknown and cannot be guaranteed, thus possibly leading to health problems.

### 6.1 Water and Sanitation

#### Access to water source



While it appears that a large percentage of households have access to sources of water, it cannot be confirmed that these households have access "to a secure source of water for human consumption". Many people have to travel a distance to collect water from a public tap, based on the Basic level of service, the Strategic Framework for Water Services of the Department of Water Affairs and Forestry, September 2003, defines a basic water supply facility as "the infrastructure necessary to supply 25 litres of potable water per person per day within 200 metres of a household and with a minimum flow

of 10 litres per minute (in case of communal water points) or 6000 litres of potable water supplied per formal connection per month (in case of yard or house connections)."

- Despite the relatively high level of water provision, the figures hide wide disparities among the three local municipalities.
- Up to 83 % of households with piped water supply either to dwelling or on site are residing in Newcastle Municipality,
- Up to 80 % of households with piped water supply either to dwelling or on site is residing in Dannhauser Municipality, Unauthorized households' connections are largely contributing to increased number of households with yard connections.
- Up to 39 % of households with piped water supply either to dwelling or on site are residing in eMadlangeni Municipality,
- While 46% of households in Emadlangeni Municipality are reliant on natural and other water supplies. Almost 13% of households in Dannhauser Municipality are reliant on natural and other water supplies.

Therefore, eMadlangeni has been the most challenged municipality with a water backlog of 41%.

Households by access to water					
Type of access	Year	Newcastle LM	Emadlangeni LM	Dannhauser LM	Amajuba DM
Yard Connections	2001	37765	1257	2578	41600
	2011	43886	1947	2798	48631
	2016	71635	2410	10175	84220
Communal Connection	2001	9835	117	4781	14733
	2011	18175	1154	7693	27022
	2016	9347	1260	7595	18202
No access to piped water	2001	6346	1935	7821	16102
	2011	9103	3086	8829	21018
	2016	3290	2581	2669	8540

Source: StatsSa 2016 Community Survey

The 29 MI Hilldrop Reservoirs are supplied through a 700mm steel pipe and 375mm asbestos cement pipe. Water from the Braakfontein reservoirs then feeds the following; Stafford Hill and Madadeni through a combination of various pipe sizes ranging from 800mm diameter to 200mm diameter 6 MI Blaawbosch reservoir that in turn feeds Blaawbosch. The Waterval Reservoir and Ngagane Osizweni Township through a 3.85km long 450mm diameter AC pipe.

The pipeline splits into two lines, one serves the 6MI reservoir at Blaawbosch and the other serves the 2MI tower at Osizweni. The Hilldrop reservoirs feed the Newcastle CBD, the suburbs and industrial areas. The JBO Node is fed from the Braakfontein reservoirs. The average consumption for the whole of Newcastle is estimated at 75MI/day. The consumption figures from the Braakfontein reservoirs are about 46 MI/day. The Braakfontein reservoirs therefore have adequate capacity for future expansion. The total water unaccounted for is very high and averages about 36%. Once this is addressed, additional capacity can be realized.

The increase in demand for the townships of Madadeni, Osizweni, Stafford Hill and Blaawbosch including the Newcastle West area is necessitating the need for an additional 20MI reservoir at the Hill drop reservoir site including an additional 45MI reservoir for the Braakfontein reservoir site. The infrastructure in Newcastle East is in a fairly good condition which is more than what can be said about the condition of water infrastructure in the Newcastle West area which is mainly the CBD and surrounding suburbs.

The area has aging asbestos networks which are resulting in high maintenance costs. The estimated capital investment required for this is in the order of R500 million rand. Investigations also need to be carried out in how to improve the pressure management in the Arbour Park, Lennoxton areas where low pressures are being experienced. A new pumping main from Ngagane Plant to Braakfontein Reservoirs is needed. The existing two lines do have sufficient capacity for the medium term but require maintenance and to decommission one line to carryout repairs will result in inadequate supply owing to the insufficient storage capacity at Braakfontein reservoirs.

Access to water is one of the key challenges facing Dannhauser Municipality as a substantial amount of people do not have access to decent water in accordance with the standards as set by the Department of Water Affairs. This is confirmed by the outcome of Census 2011 that indicated that only 19.5% of the population in the municipal area have piped water inside dwelling. Nonetheless, the Amajuba Water Services Development Plan (WSDP) through the drought relief programme has implemented some standpipe projects in the areas of Steildrift (Annievale, Kiel Keel and Nelly valley), Emfundweni, Fairbreeze, Eastbourne Farm Extension and Ubuhlebomzinyathi.

The programme was aimed at giving these communities purified water as a temporary measure and a relief as some of the boreholes were dry due to drought. These areas are still to be covered for the long-term supply. There are also several boreholes situated in the eastern part of the municipal area. The spread of these boreholes in the Dannhauser Municipality is encouraged by the lack of bulk water supply in that part of the municipality. The capacity of the available bulk water infrastructure has not yet been established or the number of water licenses obtained for the extraction of water from the existing boreholes.

Emadlangeni Municipality also faces challenges with bulk water supply. There are several boreholes situated in the eastern part of Dannhauser Municipality some of these are used by the population in Emadlangeni Municipality. The spread of these boreholes in the Dannhauser Municipality is encouraged by the lack of bulk water supply in that part of the municipality. The capacity of the available bulk water infrastructure has not yet been established or the number of water licenses obtained for the extraction of water from the existing boreholes or the dams.

#### 6.1.1 ACCESS TO WATER

The table below contains data on the access to water by type, access by yard connections, Communal taps or no access to pipe water (e.g. water tanker, boreholes, streams and other. People without pipe water use boreholes or services provided by both local municipalities and the DM by the water tanker service. From the figures below it is evident that there is progress in terms on ensuring that water is accessible to the communities. The WSDP represents the spatial distribution of water service levels for ELM and DLM respectively.

HOUSEHOLDS BY ACCESS TO WATER					
TYPE OF ACCESS	YEAR	NEWCASTLE LM	EMADLANGENI LM	DANNHAUSER LM	AMAJUBA DM
Yard Connections	2001	43886	1947	2798	48631
	2011	71635	2410	10175	84220
	2016	84909	3039	16984	104931
Communal Connection	2001	18175	1154	7693	27022
	2011	9347	1260	7595	18202
	2016	6703	6690	3307	16701
No access to piped water	2001	9103	3086	8829	21018
	2011	3290	2581	2669	8540
	2016	5438	3629	3183	12249

Statistics SA – Community Survey (30-06-2016)

INTEGRATED DEVELOPMENT PLAN 2018/19  
AMAJUBA DISTRICT MUNICIPALITY

Description							
Project Name	IDP Project Ref Number	Wards Benefit	Tot 17/18	Tot 18/19	Tot 19/20	Tot 20/21	Tot 21/22
Nchaka Scheme	IDP-CP 01	Supply Water	R 8 439 600,00				
Sibiza Scheme	IDP-CP 02	Supply Water	R 999 683,00				
Phokweni Scheme	IDP-CP 03	Supply Water	R 10 826 400,00				
Gelykinater Supply Scheme	IDP-CP 04	Supply Water	R 6 862 140,00				
Kwalembe Supply Scheme	IDP-CP 05	Supply Water	R 5 414 100,00				
Groenvlei Supply Scheme	IDP-CP 06	Supply Water	R 12 338 408,00				
Zaaihoek Supply Scheme	IDP-CP 07	Supply Water		R 7 865 888,00			
Reserve Supply Scheme	IDP-CP 08	Supply Water		R 5 993 191,00			
Rondavel Supply Scheme	IDP-CP 09	Supply Water		R 978 390,00			
Pokweni Supply Scheme 2	IDP-CP 10	Supply Water		R 3 691 356,00			
Ngogo Supply Scheme	IDP-CP 11	Supply Water		R 4 466 542,00			
Engodini Supply Scheme	IDP-CP 12	Supply Water		R 1 328 148,00			
KwaNtaba Supply Scheme	IDP-CP 13	Supply Water		R 4 571 587,00			
Vaalspruit Supply Scheme	IDP-CP 14	Supply Water			R 5 083 046,00		
Ntuku Supply Scheme	IDP-CP 15	Supply Water			R 7 959 430,00		
Mange Supply Scheme	IDP-CP 16	Supply Water			R 7 917 354,00		
Esidakeni Supply Scheme	IDP-CP 17	Supply Water			R 7 528 140,00		
Madlangeni Supply Scheme	IDP-CP 18	Supply Water			R 6 145 078,00		
Nkonjane Supply Scheme	IDP-CP 19	Supply Water			R 13 669 381,00		
Myayiza Supply Scheme	IDP-CP 20	Supply Water			R 1 742 974,00		
Bloedriver Supply Scheme	IDP-CP 21	Supply Water			R 946 881,00		
Tigerfontein Supply Scheme	IDP-CP 22	Supply Water			R 1 526 110,00		
Umlwane Supply Scheme	IDP-CP 23	Supply Water			R 1 095 154,00		

INTEGRATED DEVELOPMENT PLAN 2018/19  
AMAJUBA DISTRICT MUNICIPALITY

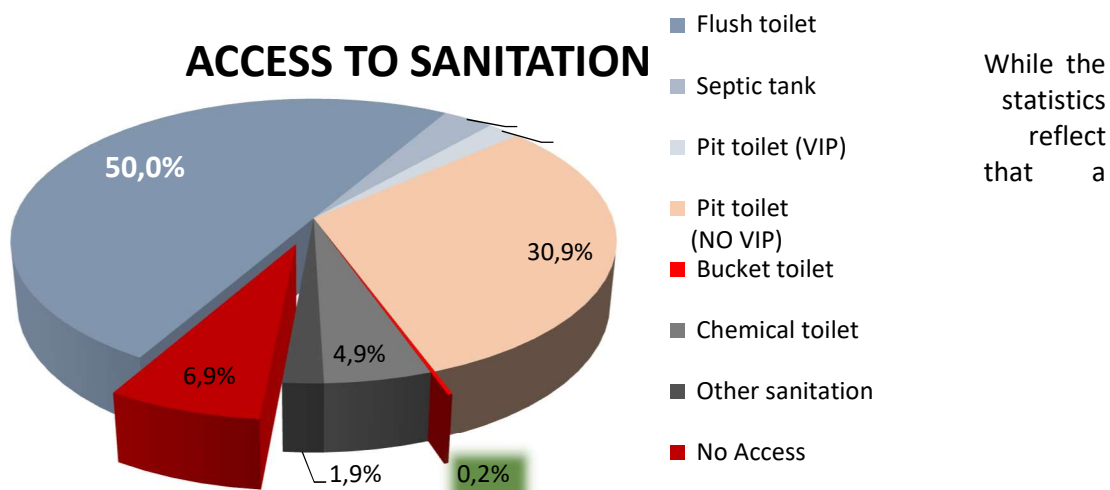
Sidakeni Supply Scheme	IDP-CP 24	Supply Water			R 1 211 010,00		
Lugoje Supply Scheme	IDP-CP 25	Supply Water			R 1 262 466,00		
Emxhakeni Supply Scheme	IDP-CP 26	Supply Water				R 3 868 144,00	
Mooihoek Supply Scheme	IDP-CP 27	Supply Water				R 3 930 741,00	
Slagveld Supply Scheme	IDP-CP 28	Supply Water				R 3 407 554,00	
Geodeloop Supply Scheme	IDP-CP 29	Supply Water				R 805 400,00	
Ebuchitha Supply Scheme	IDP-CP 30	Supply Water				R 815 290,00	
Nhlazadolo Supply Scheme	IDP-CP 31	Supply Water				R 857 580,00	
Izinhlanga Supply Scheme	IDP-CP 32	Supply Water				R 2 234 700,00	
Ndwakazane Supply Scheme	IDP-CP 33	Supply Water				R 4 634 051,00	
Nooygedast Supply Scheme	IDP-CP 34	Supply Water					R 481 770,00
Wit Mfolozi Supply Scheme	IDP-CP 35	Supply Water					R 3 657 472,00
Kingsley Supply Scheme	IDP-CP 36	Supply Water					R 6 266 223,00
Upgrading of Ngagane WTW by additional 5 Ml/day	IDP-CP 37	Supply Water	R 20 000 000,00				
Construction of a Pumpstation at Durnacol WTW to Dannhauser Bulk Reservoir	IDP-CP 38	Supply Water		R 4 000 000,00			
Construction of a 600mm Dia HDPE x 10 km rising main from Durnacol WTW to proposed Dannhauser Bulk Reservoir	IDP-CP 39	Supply Water				R 72 500 000,00	
Construction of 10 Ml Bulk Reservoir in Dannhauser	IDP-CP 40	Supply Water			R 40 000 000,00		
Construction of 400m dia HDPE x 6 km long gravity main between Dannhauser Bulk and the existing Dannhauser and Durnacol Reservoirs	IDP-CP 41	Supply Water					R 9 000 000,00
Construction of 200mm Dia mPVC x 9 km long gravity main to Hattingspruit	IDP-CP 42	Supply Water					R 8 100 000,00

### 6.1.2 SANITATION SERVICES

About 58% (*Community Survey 2016*) of the households in Amajuba DM area have flush toilets that are connected to a sewerage system of some type, an improvement of 4% in compared to figures from Census 2011. The 2016 figures also indicate only 41% of households in the ADM do not have any form of sanitation.

There are, however, wide variations within the district.

- 74.7% of households in the eMadlangeni municipality do not have access to any form of toilet ie: pit with no ventilation, other (home built or none)
- 6.9 % of households within the Dannhauser municipality are below the basic level of service (backlog).
- Out of the three municipal areas, the highest level of service is found in Newcastle Municipality, where over 67.7% of households have either flush or chemical toilets or pit latrines.



substantial proportion of the households in the ADM have adequate sanitation, it has, however, been noted that analyses done within wards, are faced with unhygienic conditions due to pit latrines and are not ideal and many of them are full, thereby exacerbating the problems associated with poor sanitation.

However, with Amajuba DM been the Water service authority for Dannhauser LM and Emadlangeni LM, it must be noted that an Internal backlog monitoring database is also used to measure Infrastructure Service deliver for water and sanitation a on a ward based level. No buckets system currently exists within the Dannhauser and Emadlangeni Local municipalities (*ADM WSDP*)

The table below depicts data on the access to sanitation by looking at the different types of sanitation facilities available. Over the years it has been evident that more and more communities are having access to waterborne sanitation in the urban areas with a significant decrease in the bucket latrine which have been replaced by Pit latrine in most rural area.

Households by sanitation service type					
Type of access	Year	Newcastle LM	Emadlangeni LM	Dannhauser LM	Amajuba DM
Waterborne/ Chemical	2001	52719	2832	4753	60304
	2011	44188	1800	3301	49289

Households by sanitation service type					
Type of access	Year	Newcastle LM	Emadlangeni LM	Dannhauser LM	Amajuba DM
	2016	246250	8279	9558	264087
Pit latrine	2001	23806	2030	14694	40530
	2011	26270	2151	14717	43138
	2016	100625	23020	74345	196990
Bucket latrine / Ecological	2001	460	34	74	568
	2011	688	36	33	757
	2016	6143	319	136	6588
None	2001	2710	2324	1251	6285
	2011	2298	956	620	3874
	2016	7119	1448	186	8753

Statistics SA – Community Survey (30-06-2016)

Generally, Dannhauser Municipality is poorly provided with sanitation facilities, as approximately 6.6% of its households do not have access to sanitation facilities. Rural settlements (66% of households) use pit latrines for sanitation purposes while most commercial farms have on-site septic tanks. Sewer system is concentrated mainly in town, but the infrastructure in this regard is old and requires upgrading and maintenance. The municipality plans, maintains and services its infrastructure through the operation and maintenance plan and the WSDP. The table below is a list of projects to be implemented in Emadlangeni and Dannhauser LMs:

## 6.2 Municipal Health Services

Municipal Health Services is the assessment, correction, control and prevention of factors in the environment that can adversely affect human health. It is concerned, amongst other things, with the investigation of outbreak of diseases and monitoring of factors in the environment affecting health. Health Promotion is an integral part of MHS as it has an important role to play in mitigating preventable diseases through improvements in managing the environment.

The Municipal Health Services section in the Amajuba District Municipality is governed by Section 32 of the National Health Act, 2003 (Act 61 of 2003) as amended defines Municipal Health Services in terms of nine key components outlined below.

### 6.2.1 WATER QUALITY MONITORING

This function is concerned with:

- Ensuring provision of hygienically safe and adequate supply of potable water.
- Respond to complaints on contaminants/impurities;
- Bacteriological & chemical water sampling; mapping of water sources and conducting health and hygiene education campaigns.

Programmes conducted during the 2017/18 financial year as part of the functions of the municipality include:



- A total of eighty-eight (88) water samples were taken for bacteriological analysis.
- Nineteen (19) samples were found unfit for human consumption as they were contaminated with E. coli
- Most of the samples found with E. coli were from boreholes.

#### 6.2.2 FOOD CONTROL

Food Control is as a mandatory regulatory activity of enforcement to provide consumer protection and ensure that all foods during production, handling, storage, processing and distribution are safe, wholesome for human consumption; conform to quality and safety requirements and are honestly and accurately labelled as prescribed by law. It briefly involves the following:

- Carry out routine inspections of food handling establishments (premises).
- Enforcement of the food related provisions of the Foodstuffs, Cosmetics and Disinfectants Act, 1972 Act No: 54 of 1972) as amended and Regulations.

Programmes conducted during the 2017/18 financial year as part of the functions of the municipality include:

- A total of forty-seven (47) food samples were taken during this period.
- Types of food sampled were, milk (raw & pasteurized), maas, polony, ham, viennas, cheese.
- Six (6) samples were found unfit for human consumption as they contained E.coli
- Most of the samples found unfit for human consumption are raw milk and maas.
- Twenty-three (23) samples were taken for analysis of listeria bacteria. All samples were found negative.

#### 6.2.3 MHS SWOT ANALYSIS

Strength	Weakness
<ul style="list-style-type: none"> <li>• Compliance to legislation</li> <li>• Qualified officers</li> </ul>	<ul style="list-style-type: none"> <li>• The shortage of EHPs in the district hampers proper delivery of the service in terms of the EH Norms and Standards</li> <li>• Non-availability and ageing fleet also hampers EHPs to deliver the service appropriately in terms of EH Norms and Standards</li> <li>• The absence of MHS By-laws in the district hampers EHPs to enforce the law in order to prevent health nuisances.</li> <li>• There is no proper organogram for the service. This disadvantages EHPs in career path.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• The Section 78 Assessment that is due to be conducted by the municipality for this service is an opportunity to address</li> </ul>	<ul style="list-style-type: none"> <li>• Outbreaks of communicable diseases in a community is a threat if the service is not properly rendered.</li> </ul>

<p>challenges and to plan properly for the future.</p> <ul style="list-style-type: none"> <li>Stakeholders such as SALGA, National and Provincial Department of Health are readily available for support</li> </ul>	<ul style="list-style-type: none"> <li>The public may litigate the municipality for inappropriate service delivery.</li> </ul>
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#### 6.2.4 WASTE MANAGEMENT

The ADM is not liable for waste management within the local municipalities, all local municipalities are liable for the collection of all solid waste and the after the correct disposal of such waste in licenced areas. From the table below it is evident that the municipalities have been improving in terms of collection refuse per household irrespective of the increase in households per municipality between (1996-2011).

Service provided	Year	Newcastle LM	Emadlangeni LM	Dannhauser LM	Amajuba DM
By municipality or private company	1996	41367	754	1677	43798
	2001	51179	1171	2019	54369
	2011	60189	1602	2417	64208
Communal/Own refuse dump	1996	11749	1623	12699	26071
	2001	16226	3751	15570	35547
	2011	20339	4252	16410	41001
No rubbish disposal	1996	1447	957	975	3379
	2001	3759	1265	1730	6754
	2011	3300	341	1543	5184

Statistics SA – Census 2011 municipal Report no 03-01-53

- ✓ According to the latest available information there are currently only two licensed landfill sites within the Amajuba DM. The landfill sites within the DM are listed below with their current state. The distances in kilometres from each town to the various landfill sites are indicated in the table below.

Landfill Sites				
Town	Newcastle	Utrecht	Waterval Prison	Dannhauser
Newcastle west	10	49	44.5	33
Madadeni	5	34	29.5	48
Osizweni	17	22	17.5	50
Utrecht	38	1	15.5	48
Waterval Prison	34	16	0.5	33
Dannhauser	42	48	32.5	1
Durnacol	46	57	41.5	8
Emafusini	43	49	33.5	2
Hattingspruit	52	58	42.5	11

- Newcastle West - The Newcastle landfill is operating relatively well, but would nonetheless require improvements and upgrading. The identifying of a new landfill is in progress by the municipality since the existing landfill has a limited remaining life span.

- Newcastle East and Rural - The collection equipment is currently adequate.
- Utrecht - The equipment would have to be upgraded to improve operation.
- Waterval Prison - Waterval Prison landfill site requires a permit whether for closure or continued operation in terms of the relevant legislation.
- Dannhauser - Dannhauser Landfill also requires a permit whether for closure.

Source	Quality	Management Status
Newcastle waste disposal site	Fair	The site is permitted and well managed. The current disposal site has reached full capacity, the NLM is currently in a process of identifying a new site.
Charlestown waste site	Poor	The site is not permitted
Dannhauser waste disposal site	Poor	The site is not permitted and poorly managed
Waterval Waste disposal site	Poor	The site is not permitted and poorly managed

Challenges in terms of solid waste:

- Waste refuse removal minimal
- Solid waste disposal sites are limited

Proposed Interventions

- Implementation of a litter control programme for all municipalities
- Possible Recycle strategies to be implemented
- Development of partnerships with community based Organisations & Non-Government Organisations involved in environmental programmes
- Identify additional, suitable waste sites for all the local municipalities

#### 6.2.5 HEALTH SURVEILLANCE OF PREMISES

This concerns identification and monitoring of health risks, nuisances and hazards and instituting remedial and preventative measures in various premises. This is done by conducting routine health inspections at these premises:

- Childcare services (crèches, nurseries, day care, after school care, child minders, pre-schools).
- Old age homes
- Orphanages
- Homes for the destitute
- Government institutions (Schools, Health Facilities, Prisons, police stations, etc.)
- Hotels/motels/boarding houses
- And other premises

Programmes conducted during the 2017/18 financial year as part of the functions of the municipality include:

- A total of ninety-three (93) health inspections were conducted during this period.
- Health inspections were conducted at the following premises: food preparation premises, schools, crèches, clinics, old age homes, luncheon clubs, etc.

- The main focus was on safe food preparation, safe water supply, proper sanitary facilities, overcrowding, vector control, etc.

#### 6.2.6 ENVIRONMENTAL POLLUTION CONTROL

This relates to matters of prevention of water, air, soil and noise pollution including radiation hazard control. It's concerned with:

- Identification and monitoring of premises to ensure that no health nuisances, risks or hazards occur and instituting of corrective measures where such nuisances, risks or hazards occur.

#### Health and Hygiene Education programmes conducted

- Hand Washing Campaign: During October 2017, Environmental Health Practitioners (EHPs) together with the Department of Water and Sanitation (DWS) embarked on the Hand Wash Campaign. The following schools were visited: Ithamsanqa Primary, Ekuhlakanipheni Combined and Siyathuthuka Primary.
- World Toilet Day Campaign: This campaign was also conducted together with DWS during November 2017. The following schools were visited, Intuku Primary, Haig Primary and Sikelela Primary. These schools were provided with safe water buckets supplied by MHS.
- Rabies Awareness Campaign: EHPs participated in a Rabies Awareness Campaign at Kingsley and Ntendeka on the 27<sup>th</sup> and 28<sup>th</sup> September 2017. Vaccinations of animals was conducted by officials from the Department of Agriculture and EHPs conducted health education to the community.
- During February 2018, health education on listeriosis was conducted at the following schools, Esididini, Mntimande and Blaauwbosch Primary School.

#### 6.2.7 SURVEILLANCE AND PREVENTION OF COMMUNICABLE DISEASES

This is concerned with the surveillance of communicable diseases, conducting investigations aimed at prevention of disease outbreaks in communities. It involves among other things the following:

- Health and hygiene promotion in prevention of communicable diseases
- Case investigations and reporting
- Collaboration with other stakeholders and Departments during outbreaks

Programmes conducted during the 2017/18 financial year as part of the functions of the municipality include:

- Malaria: Ten (10) cases of malaria were received from the Department of Health (DOH) and investigated. All cases were imported from outside South Africa.
- Fifty-nine (59) dog-bite (potential rabies) cases were received from the Department of Health and were investigated.
- Health education was conducted and reports forwarded to the DOH.

#### 6.2.8 VECTOR CONTROL

This component involves routine surveillance, identification and eradication of vector breeding areas. Examples of vectors are, rodents, insects, pests, etc. This involves:

- Identification of vectors, their habitats and breeding places and instituting remedial and preventative measures.
- Applications/instituting of eradication/control measures such as spraying of premises, baiting, fumigation, application of pesticides and placing of traps at properties/premises.

#### 6.2.9 DISPOSAL OF THE DEAD

This component is concerned with the control and inspection of funeral undertakers, embalmers, crematoria and mortuaries. It also includes regulation and control of graves, cemeteries, crematoria and management of exhumations. Among other things it's also concerned with:

❖ Control, restrict or prohibit:

- The business of a funeral undertaker or embalmer.
- Mortuaries and other places or facilities for the storage of dead bodies.
- Treatment, removal or transport of dead bodies.

#### 6.2.10 CHEMICAL SAFETY

This component relates to matters of safe handling, use and disposal of chemicals. Also, the identification and control of premises dealing with manufacturing, transport and storage of chemicals. It involves:

Identification and controlling of premises/operators dealing with the application, manufacturing, transport, storage or selling of chemicals. Programmes conducted during the 2017/18 financial year as part of the functions of the municipality include:

- Eighty-eight (88) chemical poisoning cases were received from the Department of Health and investigated by this office.
- Most cases were of incidental ingestion of tablets/medicines and paraffin by children younger than 10 years.
- Health education was conducted and reports forwarded to the DOH.

There are a number of challenges that hinder the provision of this service by the responsible Municipal Department, outlined below are some of the challenges. It is proposed that the municipality provides the required financial, capital and human resources required for the unit to function optimally.

- Shortage of EHPs: In terms of Environmental Health Norms and Standards, Government Gazette No 39561 of 24 December 2015 issued by the Department of Health, one EHP must serve a population of 10 000 people. Amajuba District has a population of +-500 000 people and therefore should have approximately 50 EHPs, however, there are only 4 EHPs.

- Shortage of Transport: EHPs are still utilizing vehicles that were transferred from the Department of Health in January 2013. The condition of these vehicles has deteriorated over the years. They are old, unserviceable and unsafe.
- Insufficient Budget Allocation: Insufficient budget allocated to this service mean that it cannot be rendered appropriately in terms of the EH Norms and Standards exposing the community to outbreak of communicable diseases such as food poisoning, listeriosis, rabies, cholera, typhoid, dysentery, etc.
- Challenges with Printing: Communicable disease notifications received from the Department of Health with names of patients and diseases they are suffering from, are printed in a centralized printing room. There is no privacy. This service should be provided with its own printer for privacy and for printing health education materials.

### 6.3 Cemeteries and Open Spaces

Cemeteries and open spaces are monitored by local municipality although the District municipality can provide aid to municipalities to maintain the service or to upgrade it. In respect to the cemetery sites, the national Department of Agriculture and Environmental Affairs initiated a study to find suitable sites for burials to prevent the unsuitable site burials and as well as home burials.

There was also an initiative of formalizing the informal cemeteries within the District. A site was identified in Durnacol as there was informal burial activity taking place. Even though the site was identified it did not form part of the initial study for identification of new burial sites.

The study was conducted in several places within the District and there was a strong indication of geological constraints within most of the identified sites. This has led to the delay of the study hence the study is incomplete.

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### 6.4 Transportation Infrastructure

Roads have the potential to not only bridge the geographical divide but to also provide communities with access to better social and economic opportunities. It is therefore important in this regard that roads are assessed in the context of their spatial network, road classification and road surface condition. The overview below affords an opportunity to the responsible authorities to plan accordingly in response to the desired spatial outcomes of the Amajuba DM. There are three types of road classes that have been focused on for this report as they have implications on the desired spatial outcomes for the Amajuba DM.

- **National Roads** - These roads denoted with the prefix 'N' e.g. N11 and are primarily the responsibility of DOT and are maintained through the South African Roads Agency.
- **Provincial Main Roads** - These are higher order provincial roads all with the prefix 'P' e.g. P296. There is a further breakdown of this class into types of main roads, each type meeting certain requirements pertaining to traffic volumes, freight requirements etc and hence not all main roads are surfaced roads.
- **Provincial District Roads** - All these roads are the responsibility of the KZNDOT and the majority of which are not surfaced. Again there is a further breakdown into types of district roads, each allocated different design and maintenance specifications. These roads normal have a prefix 'D' e.g. D5241.

Below are the critical areas that need infrastructure attention (maintenance):

- **HOSPITALS:** Newcastle-Madadeni , Private hospital (CDB), Newcastle provincial, Emadlangeni-Utrecht (CBD), Dannhauser health Centre
- **CLINICS:** Amasondeli, Verdriet, Greenock, Ingogo, Ladybank, Thandanani, Mata, Mobile, Kwantaba(mobile), Ndozo, Glendridge, Naas Farm, Niemeyer, Nellies farm, Conees, Hilltop, Siphimpilo, Thembalihle, Tyger estate, Ngogo, Groonvlei, Emfundweni
- **POLICE STATIONS:** Ingogo, Groonvlei, Nomandien, Hatting sprint, Utrecht, Newcastle, Dannhauser.
- **SCHOOLS:** Isikhalisezwe, Mata, Ngisana, Emthunzini, Nzululwazi, Cooper, Inverness, Mlwane, Emxhakeni, Nhlazadolo, Ngcaka, Lembe, Siyalungelwa, Velzen, Vulindlela, Annandale, Sikelela, Siphosemvelo, Siphuthando, Mehlwane, Nkabane, Hlokomani, buhlebeallen, Mehlwane, Bothas pass, Thabo, Sondelani, Hatting, Mbabane, Lindokuhle, Mullerspass, Gijimani, Glencalder, Myayiza, Ndakazane, Bluemountain, Okhalweni, Dushulu, Gleywater, Dorotea, Buhlebomzinyathi, Sosinda, Ncandu, Sizimele, Haig, Myamande, Izimbuthuli, Dnc, Rutland, Waaihoek, Ekobongeni, Mandlamasha, Ntendeka, Siphosemvelo, Thamsanqa, Kwamagidela, Aangelegen, Esixshaben, Gloclestad, Esidakeni, Glenco, Blackbank, Umzilikazi, Bergsig, Zimisele, Sibiza, Esidakeni, chancen, Emanantshini, Enhlanhlani, Battersea, Hilldrop, Ml sultan, Moy, Wit umfolozi, Ngogo, Groonvlei, bembaskop, Slangriver, Nhlangoz, Hlalunolwazi, Umzilikazi, Khiphokuhle

Challenges faced by the Amajuba Region Department of Transport:

- Vacant positions especially driver operators and road worker aids
- Delays encountered with public works in terms of maintenance of buildings and camps

- Qualified audits due to lack of evidence of performance information and financial bookkeeping
- Lack of safety clothing policy
- Delays in resolving labour related matters
- Delays in the processing of computer/consumables requested by staff
- Coordination of projects between Head office and the Cost Centres
- Lack of capacity in project monitoring
- Lack of vehicles for project supervision
- Shortage of office accommodation

External challenges faced by the Amajuba Region Department of Transport:

- Shortage of suitable quarry material
- Delays in EIA and WULA approvals
- Delays in purchasing of materials (SCM)
- Delays in award of contracts
- Proper assessment & variances in bill of quantities

Long Term special projects planned by the Department of Transport in the Amajuba Region

No.	Project	Total length	Local Municipality	Estimated Total Budget
1	Mbabane River Pedestrian Bridge No. 3351	30.2 m	Dannhauser	R7.6 million (17/18 FY)
2	Upgrade of District Road D181	3.77 km	Dannhauser	R 45 million (18/19 FY)
3	Upgrade of Main Road P420	5.4 km	eMadlangeni	R 68.8 million (19/20 FY)
4	P483-1(km0+000 to km 7+100)	7.1 km	Newcastle	R 160.5 million (19/20 FY)
5	P483-2(km13+000 to km 16+300)	3.3 km	Newcastle	R 78.5 million (20/21 FY)
6	P483 Bridge NO 2133	1	Newcastle	R 58.9 million(18/19FY)
7	Upgrade Of Local Road L1364	5.16 km	Dannhauser	R 64.9 million (19/20 FY)

### Status Quo

The road networks within Amajuba Municipality reflect a link of the districts roads (R21 & R32) from Dannhauser and Emadlangeni municipalities with the N11 that traverses Dannhauser and Newcastle municipality respectively. These road networks link the towns of Dannhauser and Utrecht with that of Newcastle. There is a possibility that the condition or state of the road surfaces might have changed since the development of the PTP but the information contained in the document has been utilised for this exercise and updated information will be obtained from DOT and included in the final report.

### ADM Total Road Network

Total Road Network	Provincial Network	District Network	Local Network
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2255 km	992 km	1022 km	241 km
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Source: Amajuba DOT Regional Office

The table below reflects projects that are being implemented under this category initiated in 2016/17:

Project	Total km	Local Municipality	Location	Budget 2016-17	Total Cost Estimate	Project Duration	Status
P41 REHAB (km 13. to km 32.)	19 km	eMadlangeni	Utrecht - Blood River,3	R50.9 m	R101.5m	3 years	In Progress
P308 & P565 REHAB (km 0.0 to km 3.6)	3.6 km	eMadlangeni	Utrecht - Burgers Pass,2	R23.2 m	R23.1 m	1 year	In Progress
P38 REHAB	9 km	Dannhauser	Dannhauser to Blackbank 1, 2, 3, 7, 12	R10.5 m	R24.3m	2 years	In Progress
P39-1 REHAB	16 km	Dannhauser	Newcastle – Cundycloigh 3, 21	R30. 2 m	R60.1m	2 years	In Progress
P1-9 REHAB	20.0 km	Dannhauser	Danhauser to Blackbank, 4, ,8 & 25	R9.8 million	R13.8 m	3 years	In Progress
P272 REHAB	9 km	Dannhauser	Dundee to Cloneen	R9.7 million	R24.3m	3 years	Planning
P420 & P524 (RESEAL)	3 km	eMadlangeni	Utrecht	R1.3 million	R1.3 m	1 year	Planning

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South African National Roads Agency

Project Number	Description	Scope	Municipality	Current Phase	2018/19	2019/20	2020/21
N011-040-2020/1	O'Neils Cottage to Kwaggasnek	New 4 Lane	NLM	Design	R 8 840 000	R 0	R 8 202 759

**DOT Blacktop projects**

Activities	2016/2017 Contract No	Project Name	Start (KM)	End (KM)	Grade	Budget	Planned Output	WARD
<b>Blacktop Patching</b>								
	C253/1718/BP/725	KZ 253: Blacktop Patching P420	0	6,7	Grade 2 - contractors	R 600 000,00	800,00	3
	C253/1718/BP/726	KZ 253: Blacktop Patching P374	0	13	ZNT 3236	R 600 000,00	800,00	4
	P252/1718/BP/472	KZ 254: Blacktop Patching P 211	0	30,64	ZNT 3236	R 1 166 666,67	2000,00	1
	P252/1718/BP/474	Blacktop Patching A - P 272	11,8	50,69	ZNT 3236	R 1 300 000,00	1300,00	3
	P252/1718/BP/475	Blacktop Patching P 35-2	0	14,32	ZNT 3236	R 1 170 000,00	1170,00	1,2,21
	P252/1718/BP/476	Blacktop Patching P296	0	16	ZNT 3236	R 1 000 000,00	1000,00	4,6
	P252/1718/BP/477	Blacktop Patching P483	0	28	ZNT 3236	R 2 205 178,89	2205,18	25,20,21,3,2
	P252/1718/BP/478	Blacktop Patching P39	31	40	ZNT 3236	R 1 600 000,00	1600,00	1
	P252/1718/BP/479	Blacktop Patching D718	0	2,4	Grade 2 - contractors	R 600 000,00	800,00	1
	P252/1718/BP/480	Blacktop Patching P34-1	0	26,3	Grade 2 - contractors	R 600 000,00	800,00	2
	P253/1718/BP/725	KZ 252: Blacktop Patching P565	0	7	ZNT 3236	R 966 666,67	966,67	2
	P253/1718/BP/721	KZ 252: Blacktop Patching P41	32	40	ZNT 3236	R 600 000,00	800,00	3
	P253/1718/BP/723	Blacktop Patching P 483 / P37	21	42	Grade 2 - contractors	R 600 000,00	800,00	20,4

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Activities	2016/2017 Contract No	Project Name	Start (KM)	End (KM)	Grade	Budget	Planned Output	WARD
<b>Blacktop Patching</b>								
	P253/1718/BP/724	Blacktop Patching P40	0	2	ZNT 3236	R 1 600 000,00	1600,00	1
Blacktop Patching Total						R 14 608 512,23	16641,85	
Betterment and Regravelling	C252/1617/PG/555	D264	0	4	Grade 2 - contractors	R 0,00	0,00	1
	C252/1718/BR/553	Regravelling D1339	0	10	ZNB 2800	R 3 200 000,00	10,00	9,10
	C252/1718/BR/554	Regravelling D114	0	12,9	ZNT2800	R 2 461 333,33	12,90	2,3
	C252/1718/BR/555	Regravelling D2443	4,4	12,84	ZNT2800	R 2 700 800,00	8,44	8
	C252/1718/BR/556	Regravelling D301	0	6,67	ZNT2800	R 2 134 400,00	6,67	3,6
	C252/1718/BR/557	Regravelling L2400	0	2,16	Grade 2 - contractors	R 691 200,00	2,16	6
	C252/1718/BR/558	Regravelling P376-1	0	7,07	ZNB 2800	R 2 262 400,00	7,07	2
	C252/1718/BR/559	Regravelling L2350	0	2,64	Grade 2 - contractors	R 844 800,00	2,64	6
	C252/1718/BR/560	Regravelling P39	45	50,5	ZNB 2800	R 1 760 000,00	5,50	1
	C252/1718/BR/561	Regravelling D446	0	6,01	Grade 3 - contractors	R 1 923 200,00	6,01	1
	C252/1718/BR/562	Regravelling P446	0	4,82	Grade 3 - contractors	R 1 542 400,00	4,82	21
	C252/1718/BR/563	Regravelling L1559	0	7,2	ZNB 2800	R 2 304 000,00	7,20	21
	C252/1718/BR/564	Regravelling P213	0	8	ZNB 2800	R 2 560 000,00	8,00	1
	C252/1718/BR/566	Regravelling : P207	0	6	Grade 3 - contractors	R 1 920 000,00	6,00	1

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Activities	2016/2017 Contract No	Project Name	Start (KM)	End (KM)	Grade	Budget	Planned Output	WARD
<b>Blacktop Patching</b>								
	C252/1718/BR/567	Regravelling : P279	0	6	Grade 3 - contractors	R 1 920 000,00	6,00	4
	C252/1718/BR/568	Regravelling : D98	0	10,69	ZNT2800	R 2 587 466,67	10,69	1
	C252/1718/BR/580	Regravelling : D264	0	4	Grade 3 - contractors	R 1 280 000,00	4,00	1
	C252/1718/BR/581	Regravelling : L1434	0	6	Grade 3 - contractors	R 1 920 000,00	6,00	24
	C252/1718/BR/569	Regravelling : D445	0	4,7	Grade 3 - contractors	R 1 504 000,00	4,70	1
	C252/1718/BR/570	Regravelling : L1557	0	5,59	Grade 3 - contractors	R 1 788 800,00	5,59	9,8
	C252/1718/BR/571	Regravelling : L2465	0	3,42	Grade 3 - contractors	R 1 094 400,00	3,42	10
	C252/1718/BR/582	Regravelling : L1572	0	5,24	Grade 3 - contractors	R 1 676 800,00	5,24	11,6
	C253/1718/BR/813	Regravelling P214	16	23	Grade 3 - contractors	R 2 240 000,00	7,00	3
	C253/1718/BR/814	Regravelling P215	10	16	Grade 3 - contractors	R 1 920 000,00	6,00	4
	C253/1718/BR/815	Regravelling P290	0	3,5	Grade 3 - contractors	R 1 120 000,00	3,50	4
	C253/1718/BR/816	Regravelling P40	31	38	ZNT2800	R 2 240 000,00	7,00	1
	C253/1718/BR/817	Regeavelling P279	18,3	26,9	ZNT2800	R 2 752 000,00	8,60	1
	C253/1718/BR/818	Regravelling P43	17	24	Grade 3 - contractors	R 2 240 000,00	7,00	1

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Activities	2016/2017 Contract No	Project Name	Start (KM)	End (KM)	Grade	Budget	Planned Output	WARD
<b>Blacktop Patching</b>								
	C253/1718/BR/819	Regravelling D326	0	6	Grade 3 - contractors	R 1 920 000,00	6,00	4
	C253/1718/BR/820	Regravelling L1428	5	19,8	ZNB 2800	R 4 736 000,00	14,80	1
	C253/1718/BR/821	Regravelling D266	0	10,1	ZNB 2800	R 3 232 000,00	10,10	4
	C253/1718/BR/840	Regravelling D89	0	5	Grade 3 - contractors	R 1 248 000,00	5,00	4
	C253/1718/BR/822	Regravelling L1565	0	6	Grade 3 - contractors	R 1 920 000,00	6,00	3,4
	C253/1718/BR/822	Regravelling L1565	0	6	Grade 3 - contractors	R 1 920 000,00	6,00	
Betterment &Regravelling Total						R 67 564 000,00	220,05	
<b>Causeway Construction</b>								
	C252/1617/CC/600	L2848 Causeway 1			Grade2	R 400 000,00	0,00	10
	C252/1617/CC/601	L2848 Causeway 2			Grade2	R 400 000,00	0,00	10
	C252/1617/CC/602	P 376/1			Grade2	R 1 359 008,15	1,00	2
	C252/1617/CC/603	D279			Departmental Teams	R 1 679 504,08	1,00	1
	C253/1617/CC/740	L2416 A			Grade2	R 400 000,00	1,00	1
	C253/1617/CC/741	L2416 B			Grade2	R 400 000,00	1,00	1
	C253/1617/CC/748	L2872 Upgrade (Thuthuka )			Grade2	R 859 008,15	1,00	1
	C253/1617/CC/749	L1561 Upgrade			Grade2	R 679 504,08	1,00	4

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Activities	2016/2017 Contract No	Project Name	Start (KM)	End (KM)	Grade	Budget	Planned Output	WARD
<b>Blacktop Patching</b>								
	C253/1718/CC/743	L1431 A			Departmental Teams	R 400 000,00	1,00	1
	C253/1718/CC/744	L1431 B			Departmental Teams	R 400 000,00	1,00	1
Causeway Construction Total						R 6 977 024,46	8,00	
<b>New Gravel Roads</b>								
	C252/1617/NGR/544	(L3171) Manzana	0	4,3	ZNT2800	R 2 365 000,00	4,30	30
	C253/1718/NGR/783	L1431 Ext	0	2,5	Grade 3 - contractors	R 1 375 000,00	2,50	1
	C253/1718/NGR/784	(L1430 - L3175 - L3176) Berrow Road	0	2,5	Departmental Teams	R 0,00	2,50	3
	C252/1718/NGR/533	L3197 (Stotoni)	0	5,4	ZNT2800	R 3 139 008,15	5,40	1
	C252/1718/NGR/534	L3174 (Shisampama)	0	3,6	Grade 4 - contractors	R 2 199 504,08	3,60	1
	C252/1718/NGR/535	L3173 (KHESHE)	0	2,254	Grade 3 - contractors	R 1 257 304,08	2,25	10
New Gravel Roads Total						R 10 335 816,30	20,55	

**Table 8: DOT Back Top Projects**

Activities	2016/2017 Contract No	Project Name	Start (KM)	End (KM)	Grade	Budget	Planned Output	WARD
<b>Blacktop Patching</b>								
	C252/1819/BP/452	KZ 252 : Blacktop Patching P272,P39	0	40,2	ZNT 3236	R 3 000 000,00	3000,00	1

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Activities	2016/2017 Contract No	Project Name	Start (KM)	End (KM)	Grade	Budget	Planned Output	WARD
	C252/1819/BP/453	KZ 254 : Blacktop Patching P 211,P279	Various	Various	ZNT 3236	R 1 000 000,00	1500,00	1,6
	C252/1819/BP/454	Blacktop Patching A - Projects P 483	6	19,6	ZNT 3236	R 1 000 000,00	1500,00	19,20,21
	C252/1819/BP/455	Blacktop Patching B - Projects P 241A,P296	11	47	Grade 2 - contractors	R 1 000 000,00	650,00	6,13,17
	C252/1819/BP/456	Blacktop Patching C - Projects D96	Various	Various	Grade2	R 650 000,00	450,00	1
	C252/1819/BP/457	Blacktop Patching P 210,P209	0	8,1	ZNT 3236	R 1 000 000,00	1500,00	1
	C252/1819/BP/458	Blacktop Patching P 35/2	0	14,3	ZNT 3236	R 1 000 000,00	1000,00	1
	C252/1819/BP/459	Blacktop Patching P 34/1	0	26,3	ZNT 3236	R 1 000 000,00	750,00	1,2
	C253/1819/BP/751	KZ 253 : Blacktop Patching P483	0	3,5	Grade 2	R 650 000,00	800,00	3
	C253/1819/BP/752	KZ 253 : Blacktop Patching P374	0	13	Grade 2	R 650 000,00	800,00	4
	C253/1819/BP/753	KZ 253 : Blacktop Patching P34-2	32	47	ZNT 3236	R 2 000 000,00	2000,00	6
	C253/1819/BP/754	KZ 254 : Blacktop Patching - P 565	0	7,3	Grade2	R 2 000 000,00	2000,00	1
	C253/1819/BP/755	Blacktop Patching A - Projects P 420	0	6,7	Grade2	R 650 000,00	800,00	3
Betterment &Regravelling Total						R 15 600 000,00	16750,00	
Betterment &Regravelling								
	C252/1819/BR/458	Regravelling L2579	0	6,285	Grade 3 - contractors	R 2 828 250,00	0,00	9
	C252/1819/BR/459	Regravelling D2476	0	5,571	Grade 3 - contractors	R 2 506 950,00	0,00	9
	C252/1819/BR/462	Regravelling D2358	0	3,42	Grade 3 - contractors	R 1 539 000,00	0,00	5,9
	C252/1819/BR/463	Regravelling L2578	0	3,5	Grade 3 - contractors	R 1 575 000,00	0,00	1

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Activities	2016/2017 Contract No	Project Name	Start (KM)	End (KM)	Grade	Budget	Planned Output	WARD
	C252/1819/BR/466	Regravelling D151	0	7,02	Grade 3 - contractors	R 3 159 000,00	10,00	5
	C252/1819/BR/467	Regravelling L1570	0	2,26	Grade 3 - contractors	R 1 017 000,00	12,90	4
	C252/1819/BR/468	Regravelling OL176	0	3	Grade 3 - contractors	R 1 350 000,00	8,44	4
	C252/1819/BR/469	Regravelling OL979	0	2	Grade 3 - contractors	R 900 000,00	6,67	5
	C252/1819/BR/470	Regravelling : L1558	0	5,7	Grade 3 - contractors	R 2 565 000,00	2,16	3
	C252/1819/BR/471	Regravelling : D96	0	12	Grade 3 - contractors	R 5 400 000,00	7,07	1
	C252/1819/BR/472	Regravelling : L2399	0	5,6	ZNB 2800	R 2 520 000,00	2,64	4
	C252/1819/BR/473	Regravelling : L1574	0	4,27	Grade 3 - contractors	R 1 921 500,00	5,50	3
	C252/1819/BR/474	Regravelling : L1366	0	2,05	ZNB 2800	R 922 500,00	6,01	3
	C252/1819/BR/475	Regravelling : L2140	0	2,68	Grade 3 - contractors	R 1 206 000,00	4,82	3
	C253/1819/BR/781	Regravelling P214	8,5	16	ZNT2800	R 2 925 000,00	6,00	2
	C253/1819/BR/782	Regravelling P215	16	22,5	ZNT2800	R 4 050 000,00	4,70	4
	C253/1819/BR/783	Regravelling D93	0	9	ZNT2800	R 3 150 000,00	5,59	1
	C253/1819/BR/784	Regravelling P43	24	31	ZNT2800	R 1 530 000,00	3,42	4
	C253/1819/BR/785	Regravelling P40	24	31	ZNT2800	R 3 150 000,00	5,24	3
	C253/1819/BR/786	Regravelling D326	6	9	Grade 3 - contractors	R 1 350 000,00	0,00	2
	C253/1819/BR/787	Regravelling L2416	0	5,8	Grade 3 - contractors	R 2 610 000,00	0,00	4
	C253/1819/BR/788	Regravelling L2414	0	2,3	Grade 3 - contractors	R 1 035 000,00	0,00	4
	C253/1819/BR/789	Regravelling D699	0	9,5	ZNB 2800	R 4 275 000,00	7,00	4



INTEGRATED DEVELOPMENT PLAN 2018/19  
AMAJUBA DISTRICT MUNICIPALITY

Activities	2016/2017 Contract No	Project Name	Start (KM)	End (KM)	Grade	Budget	Planned Output	WARD
	C253/1819/BR/790	Regravelling D754	0	8,4	ZNB 2800	R 3 780 000,00	6,00	1
	C253/1819/BR/791	Regravelling L1566	0	3,4	Grade 3 - contractors	R 1 530 000,00	3,50	1
Betterment &Regravelling Total						R 58 795 200,00	107,66	
Causeway Construction								
	C253/1718/CC/742	L1431 A	-	-	Grade2	R 650 000,00	1,00	1
	C253/1718/CC/743	L1431 B	-	-	Grade2	R 650 000,00	1,00	1
	C253/1819/CC/743	L1566	-	-	Grade 2 - contractors	R 650 000,00	1,00	3
	C252/1819/CC/520	Gcwabaza Causeway No 1 L 2848	-	-	Grade 3 - contractors	R 2 000 000,00	1,00	2
	C252/1819/CC/521	Gcwabaza Causeway No 2 L 2848	-	-	Grade 3 - contractors	R 2 000 000,00	1,00	1
	C252/1819/CC/522	Biskop Road Causeway	-	-	Grade 2 - contractors	R 650 000,00	1,00	11
Causeway Construction Total						R 6 600 000,00	6,00	
New Gravel Roads								
	C252/1617/NGR/540	D423 Ext	0	2	ZNB 2800	R 1 600 000,00	2,00	1
	C252/NGR/562	(L3172) Biskop Road	0	0,59	Grade 2 - contractors	R 472 000,00	0,59	Various
	C253/1718/NGR/782	Kwamancamane	0	2,5	Grade 3 - contractors	R 2 000 000,00	2,50	2
	C253/1819/NGR/785	Kwaluthilunye Road	0	3	Grade 3 - contractors	R 2 400 000,00	3,00	4
	C253/1819/NGR/786	Emanantshini Road	0	3	Grade 3 - contractors	R 2 400 000,00	3,00	2
	C252/1819/NGR/559	L3174	0	3,608	Grade3	R 2 886 400,00	3,61	8
	C252/1819/NGR/562	L3173	0	2,254	Grade3	R 1 803 200,00	2,25	1

INTEGRATED DEVELOPMENT PLAN 2018/19  
AMAJUBA DISTRICT MUNICIPALITY

Activities	2016/2017 Contract No	Project Name	Start (KM)	End (KM)	Grade	Budget	Planned Output	WARD
	C252/1819/NGR/564	D100 Ext	0	2,5	Grade4	R 2 000 000,00	2,50	1
	C253/1819/NGR/862	D 326 ext	0	1	Grade 2 - contractors	R 800 000,00	1,00	3
Supervision & Management Total						R 16 361 600,00	20,45	
GRAND TOTAL								
206 763 762,98								

Table 9: Planned Projects – Cost Centre Works Programme 2019/2020

COST CENTRE NEWCASTLE WORKS PROGRAMME 2019 / 2020								
Activities	2016/2017 Contract No	Project Name	Start (KM)	End (KM)	Grade	Budget	Planned Output	WARD
Blacktop Patching								
	C253/1920/BP/725	KZ 252 : Blacktop Patching P420	0	6,7	Grade 2 - contractors	R 650 000,00	800,00	3
	C253/1920/BP/726	KZ 252 : Blacktop Patching P374	0	13	Grade 2 - contractors	R 650 000,00	800,00	4
	P252/1920/BP/472	KZ 254 : Blacktop Patching P 211	0	30,64	ZNT 3236	R 1 000 000,00	1000,00	1
	P252/1920/BP/474	Blacktop Patching A - P 272	11,8	50,69	ZNT 3236	R 2 000 000,00	2000,00	4.5.1
	P252/1920/BP/475	Blacktop Patching P 35-2	0	14,32	ZNT 3236	R 1 500 000,00	1500,00	2,5,2,1
	P252/1920/BP/476	Blacktop Patching P296	0	16	Grade 2 - contractors	R 650 000,00	800,00	15,16,9,8
	P252/1920/BP/476	Blacktop Patching P483	0	28	ZNT 3236	R 3 000 000,00	3000,00	20,19,20,21,16,12,13
	P253/1920/BP/725	KZ 252 : Blacktop Patching P565	0	7	Grade 2 - contractors	R 650 000,00	800,00	3
	P253/1920/BP/721	KZ 252 : Blacktop Patching P41	0	13	Grade 2 - contractors	R 650 000,00	800,00	3
	P253/1920/BP/723	Blacktop Patching P37	0	35	ZNT 3236	R 650 000,00	1000,00	4

INTEGRATED DEVELOPMENT PLAN 2018/19  
AMAJUBA DISTRICT MUNICIPALITY

**COST CENTRE NEWCASTLE WORKS PROGRAMME 2019 / 2020**

Activities	2016/2017 Contract No	Project Name	Start (KM)	End (KM)	Grade	Budget	Planned Output	WARD
	P253/1920/BP/724	Blacktop Patching P40	0	2	Grade 2 - contractors	R 650 000,00	800,00	2,1
						R 12 050 000,00	13300,00	
Betterment &Regravelling	C252/1920/BR/553	L1427	0	9,09	Grade 4 - contractors	R 4 090 500,00	9,09	3
	C252/1920/BR/554	L1564	0	6,18	Grade 4 - contractors	R 2 781 000,00	6,18	3
	C252/1920/BR/555	D109	0	7,18	Grade 4 - contractors	R 3 231 000,00	7,18	1
	C252/1920/BR/556	D112	0	10,78	ZNT2800	R 4 851 000,00	10,78	1
	C252/1920/BR/557	P554	0	13,82	Grade 2 - contractors	R 6 219 000,00	13,82	1
	C252/1920/BR/558	D672	0	2,87	ZNB 2800	R 1 291 500,00	2,87	1
	C252/1920/BR/559	P210	0	12,79	Grade 2 - contractors	R 5 755 500,00	12,79	1
	C252/1920/BR/560	P213	6	12	ZNB 2800	R 2 700 000,00	6,00	1
	C252/1920/BR/561	P205-1	10	22	Grade 3 - contractors	R 5 400 000,00	12,00	1
	C252/1920/BR/562	P205-2	10	22	Grade 3 - contractors	R 5 400 000,00	12,00	1
	C252/1920/BR/563	L1435	0	6,54	ZNB 2800	R 2 943 000,00	6,54	1,2
	C252/1920/BR/564	D1338	0	8,9	ZNB 2800	R 4 005 000,00	8,90	9
	C252/1920/BR/566	L1567	0	4,88	Grade 3 - contractors	R 2 196 000,00	4,88	4,3
	C252/1920/BR/567	D2357	0	5,01	Grade 3 - contractors	R 2 254 500,00	5,01	3,7
	C253/1920/BR/813	D104	0	9	Grade 3 - contractors	R 4 050 000,00	9,00	3,13
	C253/1920/BR/814	D332	15	25	Grade 3 - contractors	R 4 500 000,00	10,00	3

INTEGRATED DEVELOPMENT PLAN 2018/19  
AMAJUBA DISTRICT MUNICIPALITY

**COST CENTRE NEWCASTLE WORKS PROGRAMME 2019 / 2020**

Activities	2016/2017 Contract No	Project Name	Start (KM)	End (KM)	Grade	Budget	Planned Output	WARD
	C253/1920/BR/815	D296	0	1,28	Grade 3 - contractors	R 576 000,00	1,28	3
	C253/1920/BR/816	D426	0	4,5	ZNB 2800	R 2 025 000,00	4,50	1
	C253/1920/BR/817	P214	8	12	ZNB 2800	R 1 800 000,00	4,00	8,6,4
	C253/1920/BR/818	P215	0	5	Grade 3 - contractors	R 2 250 000,00	5,00	4
	C253/1920/BR/819	D93	6	9	Grade 3 - contractors	R 1 350 000,00	3,00	1
	C253/1920/BR/820	P43	41	47	ZNB 2800	R 2 700 000,00	6,00	1
	C253/1920/BR/821	P40	18	24	ZNB 2800	R 2 700 000,00	6,00	1
	C253/1920/BR/821	D358	0	6	Grade 3 - contractors	R 2 700 000,00	6,00	3
Betterment & Regravelling Total						R 77 769 000,00	172,82	
Causeway Construction								
	C253/1920/CC/740	L1566	-	-	Grade 3 - contractors	R 1 000 000,00	1,00	1
	C253/1920/CC/741	Kwamancamane	-	-	Grade 3 - contractors	R 1 000 000,00	1,00	2
	C253/1920/CC/821	Ogodweni	-	-	Grade 3 - contractors	R 1 000 000,00	1,00	3
	C253/1920/CC/823	L2415	-	-	Grade 3 - contractors	R 1 000 000,00	1,00	1
	C252/1920/CC/503	D423	9	9	Grade 3 - contractors	R 2 000 000,00	1,00	1
	C252/1920/CC/504	L3174	2	2	Grade 3 - contractors	R 2 000 000,00	1,00	1
	C252/1920/CC/504	L3171	3	3	Grade 3 - contractors	R 2 000 000,00	1,00	11
Causeway Construction Total						R 10 000 000,00	7,00	

INTEGRATED DEVELOPMENT PLAN 2018/19  
AMAJUBA DISTRICT MUNICIPALITY

COST CENTRE NEWCASTLE WORKS PROGRAMME 2019 / 2020								
Activities	2016/2017 Contract No	Project Name	Start (KM)	End (KM)	Grade	Budget	Planned Output	WARD
New Gravel Roads								
	C252/1920/NGR/541	D100 Ext	0	2,2	ZNB 2800	R 935 000,00	1,10	1
	C252/1920/NGR/543	(L3170) Nkululeko	0	3,597	ZNB 2800	R 3 057 450,00	3,60	1
	C253/1920/NGR/787	L 1563 Ext	0	3	Grade 3 - contractors	R 1 275 000,00	1,50	3
	C253/1920/NGR/863	D378 Ext	0	2	Grade 3 - contractors	R 1 700 000,00	2,00	1
	C253/1920/NGR/864	D514 Ext	0	2,5	Grade 3 - contractors	R 2 125 000,00	2,50	1
	C253/1920/NGR/867	L2415Ext	0	2,5	Grade 3 - contractors	R 2 125 000,00	2,50	3
	C253/1819/NGR/868	Ndwakazane	0	2,5	Grade 3 - contractors	R 2 125 000,00	2,50	-
	C252/1920/NGR/533	D459 Ext	0	5,4	Grade 3 - contractors	R 2 125 000,00	2,50	1
	C252/1920/NGR/534	D377 Ext	0	5	Grade 3 - contractors	R 2 125 000,00	2,50	4
	C252/1920/NGR/535	D538 Ext	0	2,5	Grade 3 - contractors	R 2 125 000,00	2,50	1
New Gravel Roads Total						R 19 717 450,00	R 23,20	
GRAND TOTAL						206 763 762,98		

#### 6.4.1 LOCAL MUNICIPALITY CAPITAL PROJECTS

Capital Infrastructure Projects 2018/19 – Newcastle Local Municipality

INTEGRATED DEVELOPMENT PLAN 2018/19  
AMAJUBA DISTRICT MUNICIPALITY

FINAL CAPITAL BUDGET: 2018/19 -2020/21					
DEPARTMENT	PROJECT DESCRIPTION	WARD NO.	2018/2019 DRAFT BUDGET	2019/2020 DRAFT BUDGET	2020/2021 DRAFT BUDGET
CAPITAL BUDGET PER PROJECT					
BUDGET & TREASURY OFFICE					
Budget and Treasury Office	Furniture and Equipment		1 000 000		
Total			1 000 000		
COMMUNITY SERVICES					
Community Services	Furniture and Equipment: Libraries	4,11,24	50 000		
Community Services	Charlestown Library	1	18 703 500		
Community Services	Generators: Libraries	11,24	600 000		
Community Services	Air-conditioning units and Humidifier: Art Gallery	4	190 000		
Community Services	Fencing	4	150 000		
Community Services	Skip x 10	ALL WARDS	150 000		
Community Services	Skip Truck	ALL WARDS	1 500 000		
	<b>TOTAL COMMUNITY SERVICES</b>		<b>21 343 500</b>		
TECHNICAL SERVICES					
Technical Services	MF55	19	8 522 585		
Technical Services	MD35	24	6 916 168		

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Technical Services	MD30	26	3 298 605		
Technical Services	ME11 (A)	28	1 854 816		
Technical Services	ME11 (B)	28	5 559 406		
Technical Services	OE41	9	3 038 128		
Technical Services	OA85 (A)	8	4 887 572		
Technical Services	OA85 (B)	8	7 874 500		
Technical Services	OC20	10	5 544 201		
Technical Services	OA103	30	5 786 019		
Technical Services	Newcastle East Roads Planning and Design	All wards in Newcastle east	3 950 000	42 500 000	
Technical Services	Pipe replacement and upgrade projects	2,3,4,5	8 500 000	15 000 000	
Technical Services	Madadeni WWTP	All Madadeni Wards	15 000 000	25 000 000	
Technical Services	Blaauwbosch Bulk Water Project	16,18,19,21	9 000 000	16 068 000	
Technical Services	Ngagane Bulk Water Supply Project	All wards	4 000 000	17 000 000	
Technical Services	Upgrade of Ngagane WWTW Phase 1	All wards	9 000 000		
Technical Services	Newcastle Non-Revenue Water Reduction	8,9,10,11,12,13,17,18,32	10 000 000		
Technical Services	Newcastle East Water Supply extension	All wards in NN East	30 000 000	60 000 000	
Technical Services	Inkwelo Electrification	1	1 200 000		
Technical Services	Normandien Electrification	21	700 000		
Technical Services	Kwamlimi Electrification	7	3 200 000		
Technical Services	Emanzana Electrification	30	2 200 000		
Technical Services	Bosworth Electrification	21	3 900 000	12 000 000	
Technical Services	JBC electrification	16,18,19,21		2 000 000	
Technical Services	Resealing of Roads – Newcastle West	2,3,4,5,25,34	13 000 000	16 000 000	18 000 000
Technical Services	Resealing of Roads – Madadeni	19,22,23,24	6 000 000	8 000 000	10 000 000

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Technical Services	Resealing of Roads - Osizweni	8,9,10,11,12,17,18,30	6 000 000	8 000 000	10 000 000
Technical Services	Resealing of Roads – Kilbarchan	21	2 000 000	4 000 000	6 000 000
Technical Services	Resealing of Roads - Charlestown	1	1 000 000	4 000 000	6 000 000
Technical Services	Land Development – Water and electricity	34 – Medical Precinct	6 000 000		
Technical Services	Land Development - Engineering	34 – Riverside Industrial	4 500 000		
Technical Services	Storm water Management (NN, Mad and Osizweni)	All wards	2 000 000	4 000 000	6 000 000
	<b>TOTAL TECHNICAL SERVICES</b>		<b>194 432 000</b>	<b>233 568 000</b>	<b>56 000 000</b>
<b>TOTAL CAPITAL BUDGET</b>			<b>216 775 500</b>	<b>233 568 000</b>	<b>56 000 000</b>



## 6.5 Regional Infrastructure Profile

The national and provincial main roads are mainly surfaced whilst the majority of district and community access roads are not. Most community access roads are unsurfaced roads and are not constructed to proper geometric design standards due to the rough terrain and limited funding available. Several of these access roads are used by public transport vehicles, resulting in high maintenance cost of vehicles and unsafe travel conditions for passengers. Unsurfaced roads are often very slippery during the rainy season due to flooding and poor in-situ soil conditions, which results in the rural communities having no vehicle access or an unreliable public transport service.

Other infrastructure available in the Amajuba District municipal jurisdiction is rail way lines which are predominantly used for the transportation of coal locally and also by other companies when moving freight. There is also an active airport in the vicinity of the Newcastle Local Municipality.

### Completed Projects

No.	Project	Total length	Local Municipality	Year of Completion	Total Expenditure (R56.91 million)
1	Upgrade Of D96	12km	Newcastle	2014	R 40.13 million
2	Mbabane River Pedestrian Bridge	54 m	Dannhauser	2013	R 11.90 million
3	Thuthuka Bivane River Pedestrian Bridge	20 m	Dannhauser	2016	R 4.88 million

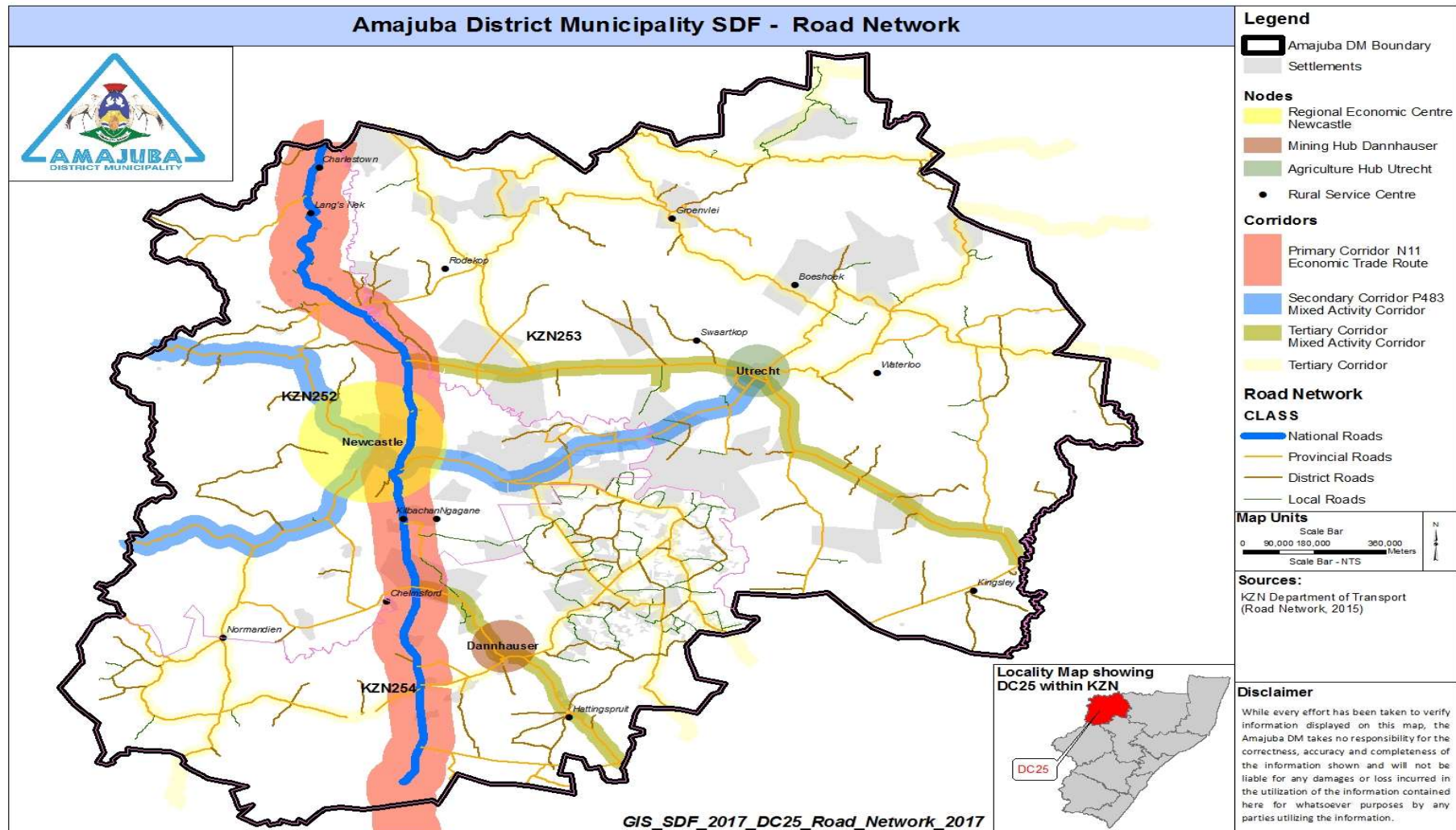
Source: Department of Transport

### 6.5.1 ORGANISED TRANSPORT STRUCTURES

There are a total of 20 public transport facilities within the Amajuba area with 16 minibus-taxi ranks, 3 bus ranks and 1 minibus-taxi. The majority of these facilities fall within the Newcastle, Madadeni and Osizweni areas with limited facilities in Utrecht and Dannhauser. There is an equal split of formal and informal facilities with the formal facilities mainly located in the urban areas and informal facilities located in the rural settlements. The status and ownership of the Minibus-taxi facilities is shown in the Table below:

### Public Transportation Status

Facility Name		Status	Ownership
<b>Newcastle Municipality</b>			
1	Osizweni Formal Taxi Rank	Formal	Municipal
3	Makhanya Informal Taxi Rank	Informal	Municipal
4	Top Rank Informal Taxi Rank	Informal	Municipal
6	9 Mile Informal Taxi Rank	Informal	Municipal
7	Moyomuhle Informal Taxi Rank	Informal	Municipal
8	Madadeni Sec 4&5 Informal Taxi Rank	Informal	Municipal
9	Madadeni Shoprite Checkers Informal Taxi Rank	Formal	Municipal
10	Madadeni Court Informal Taxi Rank	Informal	Municipal
11	Newcastle Formal Taxi Rank	Formal	Municipal



## Railway line

Currently there is no commuter rail service provided for within the Amajuba DM. However, there is a station and rail line that runs from Newcastle past Madadeni and Osizweni towards Utrecht which provides an opportunity in the long term for a rail commuter service due to its alignment to the above-mentioned areas. There is also a railway line that runs through Dannhauser past Newcastle to Charlestown in the Newcastle Municipality. As identified in the SDF, a need exists to explore possibility of commodity rail from Amajuba to Richards Bay Port. This is considered important for the distribution of mining raw materials from the mines to the airport for international markets.

## Airport and landing Strips

There is established and operational passenger air transport system within Amajuba. Newcastle has one Airport which is located approximately 7 km away from the city center. Chartered flights commute daily and a full service with one of the country's airlines is in the pipeline. It is located on the south-eastern side of the Central Business District i.e. industrial area or between Newcastle town and Madadeni Townships. It is in a functional condition; however further developments need to be explored to boost economic growth thus creating more employment opportunities.

## 6.6 Energy

Eskom generates approximately 95% of the electricity used in South Africa and this association extends to generating, transmitting and distributing electricity to industrial, mining, commercial, agricultural and residential customers and redistributors. In the context of the Amajuba DM the above mentioned fact is no different as Eskom is still the main supply of electricity within the district whilst the Newcastle and Emadlangeni Municipalities have the license to supply electricity in certain areas within their jurisdiction.

The provision of electricity in Newcastle is demand driven. The demand triggers the need to plan for additional capacity of the electricity network distribution. Eskom supplies in the order of 125,000KVA per month with an additional supply of 800 KVA being supplied by IPSA from gas turbines. The electricity networks for the Newcastle West area being the CBD and surrounding suburbs are managed by the municipality whereas the outlying townships and rural areas are supplied by Eskom. The Newcastle Municipality further gives support to Eskom for the surrounding townships and rural areas by implementing capital projects funded by the Department of Energy which upon completion is handed over to Eskom.

### The role of the ADM in electricity provision

It must be noted that the DM does not have a direct responsibility with regards to the provision of Free Basic Electricity and as such does not receive any Equitable Share allocations for this purpose. The supply of Free Basic Electricity is the function of the LM's. The DM does, however, play an advisory and planning role through the ESDP as electrical planning is best undertaken at a DM level. It is also noted that the ESDP must be updated every two years to keep it up-to-date and relevant.

#### 6.6.1 ACCESS TO ELECTRICITY

The Amajuba District Municipality is in the process of completing its Electricity Supply Development Plan (ESDP). The purpose of the ESDP is to formulate a rational basis for extending grid and non-grid electricity service supply to the population of the Amajuba District Municipality within as short a time as possible, within the national as well as provincial electrification guidelines and budget available.

#### Estimated electricity Backlogs

Municipality	Estimated Total No. of Households	Electricity	
		No. of Households	Percentage
Newcastle	102 861	11 300	11%
Emadlangeni	6 803	3 742	55%
Dannhauser	20 800	5 408	26%
Total for Amajuba	130 464	20 450	16%

Statistics SA – Community Survey (30-06-2016)

The ESDP has identified a grid backlog of 9739 connections and 472 non-grid connections within the DM. The farm worker housing was divided into grid and non-grid electrification in accordance with the availability of grid in the areas.

The table below depicts data on the type of uses for electricity; electricity is mainly used for lighting then for cooking with heating being the least type of use for electricity.

#### Distribution of Electricity

Type of connection	Amajuba DM	Newcastle LM	Emadlangeni LM	Dannhauser LM
In-house conventional meter	55738	48989	2313	4436
In-house prepaid meter	431631	322910	15330	93391
Connected to other source which household pays for (e.g. con	785	750	-	35
Connected to other source which household is not paying for	667	493	-	174
Generator	175	145	23	7
Solar home system	452	64	254	134
Battery	-	-	-	-
Other	957	832	42	83
No access to electricity	40924	14935	18907	7081

Statistics SA – Community Survey (30-06-2016)

Apart from its social benefits, electricity is also a driving factor in the economy. Schedule 4B of the Constitution lists electricity and gas reticulation as a local government responsibility and as a consequence also plays an important revenue source for local government. For this exercise the spatial location and supply thereof the bulk electricity infrastructure has been assessed.

The current and proposed reticulation network in Amajuba District Municipality area as indicated in the Map (insert) shows areas already electrified and the location within the district of the bulk electricity infrastructure.

It is no surprise that the bulk electricity infrastructure is concentrated in areas that have the highest population densities in areas such as Newcastle, Danhauser, Utrecht, Emadadeni etc. Newcastle Municipality has a superior population size and economy in the Amajuba district and as such has more areas that would require bulk electricity infrastructure. There are 8 sub-stations in the Newcastle

Municipality that supply electricity to the areas of Newcastle, Madadeni and Osizweni. The spatial distribution of most sub-stations within Newcastle Municipality is predominantly situated along the N11 primary corridor. Newcastle is a growing economy within the district and it will be essential to demonstrate that the current supply is sufficient to meet current and future demands.

**The project cycle for any development has 5 stages**

STAGE		TASKS
1	Development Plan Approval (DPA)	<ul style="list-style-type: none"> <li>Technically approved proposals</li> </ul>
2	Concept Release Approval (CRA)	<ul style="list-style-type: none"> <li>Initiatives entered into a value chain system for approval</li> <li>Feasibility studies</li> </ul>
3	Design Release Approval (DRA)	<ul style="list-style-type: none"> <li>High level design</li> <li>EIA approved and servitudes acquired</li> </ul>
4	Execution Release Approval (ERA)	<ul style="list-style-type: none"> <li>Design package</li> <li>Procurement and Construction begins</li> </ul>
5	Finalisation Release Approval (FRA)	<ul style="list-style-type: none"> <li>Construction completed and handed project hand over</li> </ul>

**ESKOM Funded Projects**

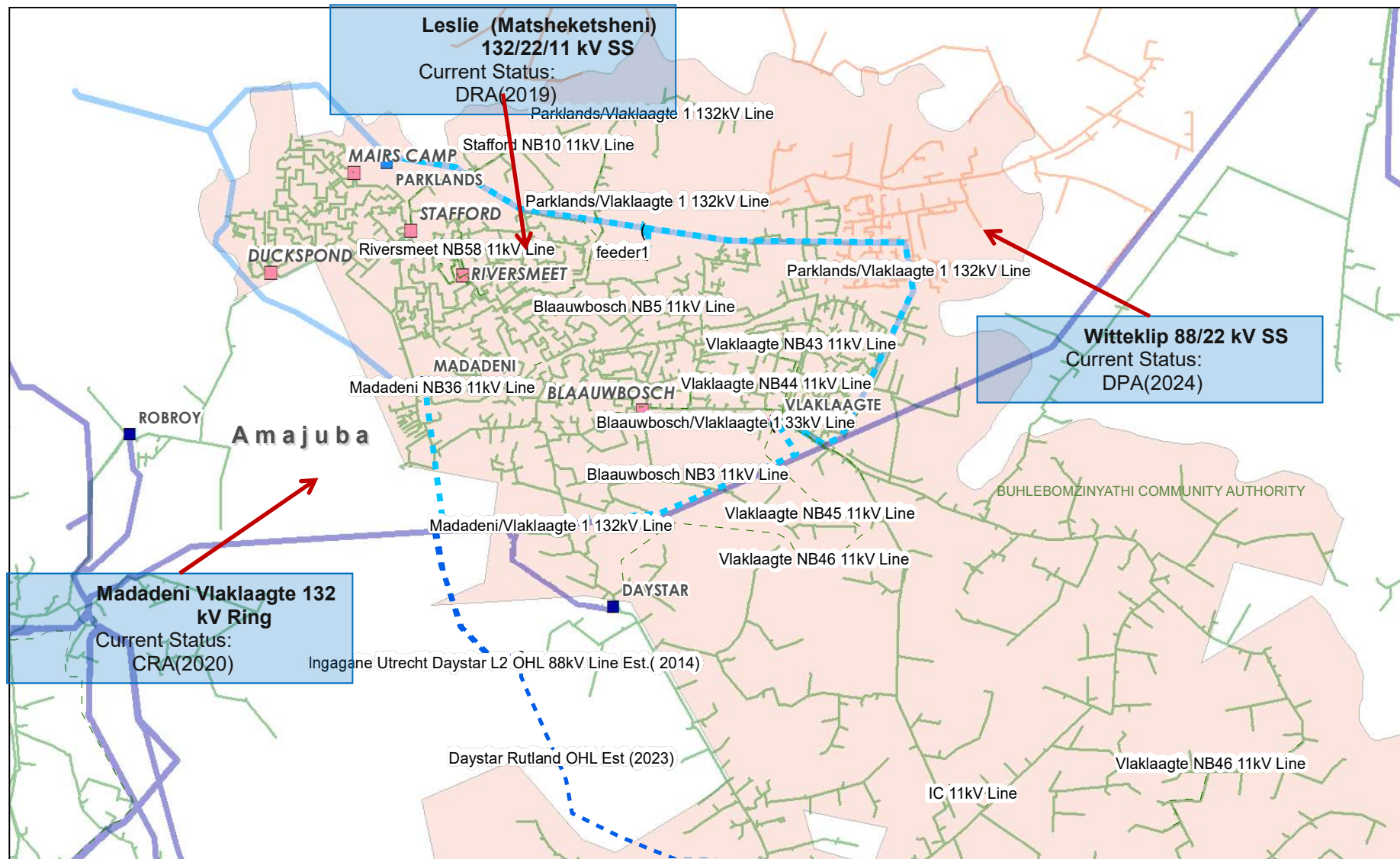
	Project Name	Status	Construction Start Date	Schedule Completion Date
1	Incandu- Madadeni 132 kV Line Est	Finalised	2014	Completed in 2015
2	Madadeni 132/33 kV & 132/11 kV TRFR Est	Finalised	2014	Completed in 2015
3	Blaauwbosch SS increase capacity	Finalised	2013	Completed in 2015
4	Matsheketsheeni 132/11 kV 20 MVA SS establishment -	Design stage	2018	2019
5	Matsheketsheeni 132 kV Tee Line	Design stage	2018	2019
6	Kilbarchan SS 88/22 kV TRF Establish	Conceptual stage	2027	2027
7	Zaaifontein SS Normalization	Finalised	2014	Completed in 2015
8	Ndulinde 88 kV Turn in lines	Conceptual stage	2027	2027
9	Ndulinde 20MVA 88 /22kV SS est	Conceptual stage	2027	2027
10	Witteklip 88/22 kV SS Est.	Conceptual stage	2024	2024

Source: Amajuba Region ESKOM

Emadlangeni Municipality has 6 sub-stations that service the settlements within the municipality for residential purposes whilst Utrecht would most like be for economic factors albeit a declining economy. Dannhauser Municipality has 3 sub-stations situated within its jurisdiction servicing the settlements of Mdakane and Osizweni. The supply capabilities of the substations and reticulation networks including the projects related to maintaining and upgrading these substations and reticulation networks are contained in Network Development Plans (NDPs) compiled by the Eskom Area Network Planning Division.

The map below depicts the projects spatially.





#### Electricity availability by use

Distribution of electricity by use					
Electricity use	Year	Newcastle LM	Emadlangeni LM	Dannhauser LM	Amajuba DM
Lighting	1996	48055	1013	4566	53634
	2001	59884	1801	8399	70084
	2011	73449	3032	16490	92971
Heating	1996	26771	888	1832	29491
	2001	37924	1497	2930	42351
	2011	57864	2003	7707	67574
Cooking	1996	30773	908	1950	33631
	2001	41507	1558	3607	46672
	2011	69800	2515	10654	82969

Source – StatSA 2011 Census

The table above depicts the picture on the predominate type of use for energy per municipality. It is evident that in Newcastle dominates the consumption of electricity within the ADM jurisdiction. Within all locals it is common that electricity is generally used for lighting purposes in comparison to heat and cooking respectively.

#### 6.6.2 INDIGENT SUPPORT

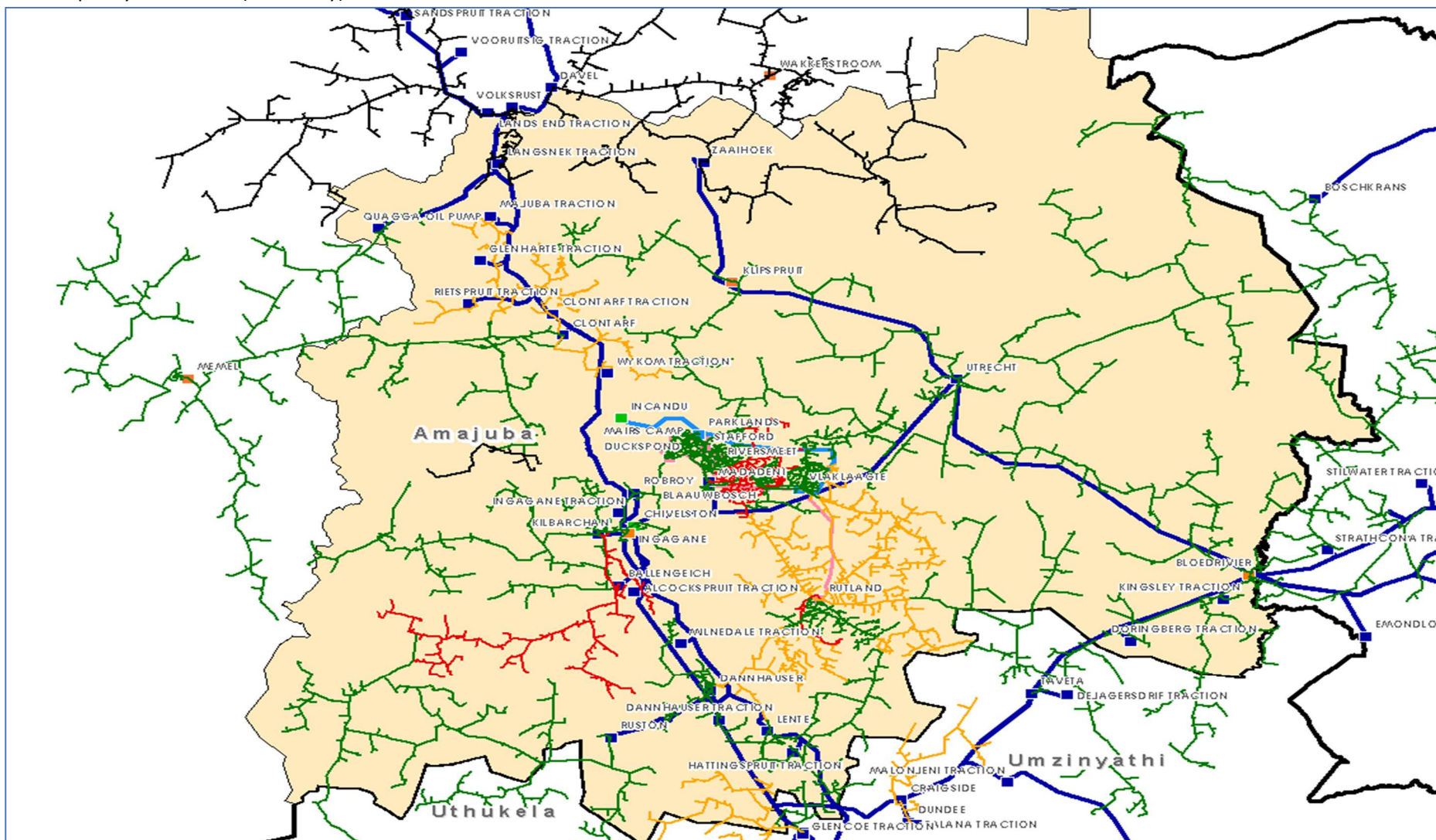
Basic supply is made available to all households. The allocation is set at 50 kWh per household per month. Costs are funded from the Equitable Share allocation to Local Municipalities. The process must be planned with the relevant stakeholders including local government and ESKOM. There have been problems with the implementation of this as the ESKOM consumer database is not accurate or complete and a detailed survey is required. As it stands, municipalities are required to provide ESKOM with a list of consumers to be provided with electricity, and municipalities are then required to pay ESKOM for the consumption of these households from their Equitable Share on a proven cost basis only.

Challenges that currently face ESKOM:

- Fiscal challenges for the new construction of infrastructure and maintenance;
- Depletion of water reserves for Hydro plants;
- Aging infrastructure
- Growing demand against the available resources
- Theft of copper and steel

It is imperative to note that the current power supply challenge has had a negative impact on the economy as production has to be stopped to accommodate the electricity shortage. The Amajuba District Municipality has felt the effects of the challenges faced by ESKOM. The map below reflects the levels of capacity constraints within the ADM jurisdiction in terms of the infrastructure. The red lines in the map reflect areas that have constrained networks, the lines yellow reflect areas that are slightly constrained and the green lines reflect areas with no constraint. From the map below, it is evident that the major constraints are within the jurisdiction of the NLM and a small portion in the DLM.

## ADM Capacity Constrains (Electricity)



Source: ESKOM (2017)



Eskom is progressing well with the maintenance of its power generating plant whilst supplying the country's electricity needs.

Eskom's Energy Efficient Lighting Exchange Programme, a door-to-door campaign that involves the exchange of old-style light bulbs and non-working compact fluorescent lamps (CFLs) with new CFLs, has installed and verified over 1.3-million lamps in homes in four provinces since November 2015 (figures are up until 11 May 2016):

- Kwa-Zulu Natal – 1 008 692
- Western Cape – 238 029
- Eastern Cape – 95 358
- Free State – 45 358

Auditors will do random visits to some homes to verify the installation of lamps. Homeowners are cautioned to be vigilant and to check the identity of the person who says they are an Eskom represented auditor. The auditors should have plastic branded bibs that say "Free Energy Efficient Lighting Exchange" with Eskom branded photo identity cards.

The Energy Efficient Lighting Exchange Programme is one of Eskom's key initiatives to keep the power supply stable. Out of the over two million lamps installed to date over 1.3-million has been independently verified and achieved evening peak demand savings of 67MW, enough to provide over 80% of the power needed to power a town the size of Mthatha in the Eastern Cape or Emnambithi in KwaZulu-Natal.

The first phase of the roll-out involves the installation of 4.8-million CFLs and a further 5.2-million will be installed in all nine provinces by end March 2018.

With the efficient use of energy a global priority, the programme will continue to play a crucial role in helping homeowners to reduce their monthly electricity bills while keeping South Africa's power supply stable.

## 6.7 Human Settlements

Achieving sustainable human settlements is one of the main spatial goals within an area such as Amajuba District which is characterised by settlement pattern that has encounter a high level of disintegration and fragmentation. An opportunity still exists to turn the situation around through facilitating and promoting the evolution of these discrete pockets of settlements into sustainable, integrated human settlements clusters. This is bearing in mind the fact that settlements are not static, they respond to change and are continuously in the process of transformation. The key challenge is to turn them from being creations and remnants of the apartheid regime into sustainable human settlements.

A sustainable settlement improves the level of choice, encourages creativity and investment while a less sustainable settlement imposes a lifestyle on people and results in unnecessary expenses. It is neither possible nor desirable for settlements to be homogenous hence an emphasis on choice.

### 6.7.1 HOUSEHOLDS AND SERVICES

The number of households over the years has increased; looking at the table below it is evident that the numbers of households in the ADM have almost doubled between 1996 and 2011. Contrary to the doubling of the number of households and the increase in the population the house hold size have decreased which is an indication that families are breaking away from each other which is also an indication more people are sustaining themselves.

Emadlangeni LM has the least households by the highest household average for 2011 which is typical for a rural area with little services available.

#### Total Households

Number of households and household size			
Local Municipality	Year	Number of households	Average Household Size
Newcastle LM	2001	55217	5,1
	2011	71164	4,6
	2016	84272	4,2
Emadlangeni LM	2001	3378	6,2
	2011	6187	4,7
	2016	6252	5,2
Dannhauser LM	2001	15555	6,2
	2011	19320	5,3
	2016	20439	4,9
Amajuba DM	2001	74150	5,4
	2011	96671	4,7
	2016	110963	4,4

Statistics SA – Community Survey (30-06-2016)

### 6.7.2 DWELLING TYPOLOGIES

When Census was first conducted there was a larger number of informal dwellings which did not adhere to the objectives of the South African Constitution mainly to provide safe environments and quality housing. The Department of Human Settlements together with the local municipalities have continuously worked in ensuring that all communities have access decent housing. A significant amount of work has been done to do away with informal settlements and unsafe structures with the achievements to date there is still more that needs to be done.

The table below highlight the number of households as per the dwelling typology.

#### Dwelling typologies

Dwelling Typologies				
Municipality	Year	Formal Dwelling	Informal dwelling	Traditional Dwelling
Amajuba DM	2001	75154	7633	13429
	2011	97341	5100	7949
	2016	98958	4494	80473

Dwelling Typologies				
Municipality	Year	Formal Dwelling	Informal dwelling	Traditional Dwelling
Newcastle LM	2001	59423	6851	4649
	2011	76792	4459	2642
	2016	10781	2077	2816
Emadlangeni LM	2001	2836	184	2981
	2011	3644	148	2409
	2016	6153	89	5803
Dannhauser LM	2001	12895	598	5799
	2011	16905	493	2898
	2016	1288	8	1255

Statistics SA – Community Survey (30-06-2016)

### 6.7.3 SETTLEMENT PATTERNS

Amajuba District Municipality is a mixed of rural and urban in its character. This is particularly due to the existence of Newcastle as an urban complex while Dannhauser and Emadlangeni are predominantly rural. The key features of the settlement pattern can be broken down as follows:

- Urban settlements;
- Peri-urban settlements; and
- Rural villages;

The development in most of the area is scattered with an absence of a strong nodal hierarchy. Uneven topography, membership of the community and traditional land allocation practices are the major factors that shape this settlement pattern.

The key settlement patterns identified above allows for association of areas as listed below in order to correctly plan the future development of the area. In exception to the settlement areas mentioned above, existing within the area of Amajuba District Municipality are also Former Mining Settlement.

Settlement Patterns		
Urban settlements	Peri-urban settlements	Rural villages
Newcastle Urban complex	Kingsley	Kwamdakane
Dannhauser Town	Groenvlei	Nyanyadu and Ubuhlebonzinyathi
Utrecht Town	Amantungwa	Charlestown
Hattingspruit	Nzima	INGogo
	Mabaso	
	Blue mountain	
Former Mining Settlements		
Kilbarchan	Ingagane and Ballengeich	Normadien

### Impact by Urbanisation

A comparative analysis of urbanisation within the district demonstrate that Newcastle Urban Complex with its associated complex of townships known as MBO (i.e. Madadeni, Blaauwbosch and Osizweni Urban Complexes) have experienced a substantial amount of urbanisation. This is evidenced from population growth that the area has experienced. Urbanization can be described as the rapid and massive growth of, and migration to large cities.

#### Urbanisation Figures

Urban Settlements	Wards	2001	2011	% of Growth/Decline
Newcastle Urban Complex	2-5 and 20	49 094	52 371	6
Madadeni Urban Complex	14, 19, 22-24, 26-29	83 560	92 362	9
Osizweni Urban Complex	7-13, 15-18 and 30	133 536	141 906	6
Dannhauser Town	2	9 816	8 095	-21
Utrecht Town	2	5 488	5 290	-4
Total		281 524	306 024	6

Source: Census 2011

With reference to table above the population that resides within the urban areas (within all towns of the district) have increased by 6%. These urban areas accommodate 60% of the total district population. Madadeni complex had the highest level of urbanisation which caused its population to increase by 9% between 2001 and 2011. This is followed by Newcastle and Osizweni Complexes which had a population growth of 6% each.

Both Dannhauser and Utrecht Towns experienced population decline which implies that these areas are experiencing population out-migration. Dannhauser is experiencing a great level of out-migration such that its population declined by 21% while Utrecht's population declined by 4%.

According to Census 2011, the type of housing within the district is mainly dominated by Brick Houses (80%), Traditional Houses (9%) and Flats (3%). Based on the Municipality's housing waiting list the total demand for housing is currently estimated at 10 700 units. This is divided into demand in Urban Areas (8 200) and demand in Rural Areas (2 500).

There has been an influx of people from the rural to the urban and the population surroundings Dannhauser (e.g. S'khobharreni) has increased. Reasons for the influx could be attributed to improved work opportunities, saving on transport costs and improved schooling. Unfortunately with the population growth there have been social problems such as increase in crime levels and health problems. Previous planning of the existing towns did not take this urbanization into consideration resulting in bulk services being inadequate.

The Local and District Municipalities intervened by installing water stand pipes, refuse removal skips and high mast lighting. The Municipality is looking at the way to formalize Skobhareni Settlement, as this settlement had been formed by migration of people from rural areas to get close to Town for better job opportunities. The current housing projects can be outlined as follows:

Project No.	Project Name	Project Value	Project Type	No. of units	Ward No.	Project Status (May 2016)
K19970070	Emafusini Phase I	R4 351 200	Urban	294	2	Project is at the close-out stage, but IA still has to resolve some issues
K19990037	Emafusini Existing	R3 151 000	Urban	230	2	Project is at the close-out stage

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Project No.	Project Name	Project Value	Project Type	No. of units	Ward No.	Project Status (May 2016)
K20000069	Strijbank	R5 529 418.57	Urban	247	3	Project should be at close-out stage, but Municipality had requested the Assessment on the Structural Integrity of the houses.
K09080005	Ramaphosa	R8 400 000	Urban	100	2	Construction has started and construction period is February 2016 to June 2016
	Dannhauser Housing Project	R64 000 000	Urban	1000	2	Application for stage one approval was submitted to Department of Human Settlement and we are waiting for approval

Source: Amajuba Housing Chapter May 2016

The proposed housing projects as captured on the housing sector plan can be outlined as follows:

Project Name	Project Type	Project Location	Number of Units	Project Value	Project Status
Buhlebomzinyathi Rural Housing Project	Rural Housing Project	Ward 9 and Ward 10	2500	R160 000 000	The IA had been appointed in February 2016
Stan Drive-in Housing Project	Urban	Ward 2	500	R32 000 000	Municipality had appointed a Service Provider to do Feasibility Study on this project to determine whether the land is suitable for housing development
Flint / Peach Hill Rural Housing Project	Rural Housing Project	Ward 6	500	R32 000 000	Department of Human Settlements Had applied for Pre- Funding For this Project
Mourn Hilltop Rural Housing Project	Rural Housing Project	Ward 3	500	R32 000 000	Department of Human Settlements Had applied for Pre- Funding For this Project
Gardens Housing Project	Urban	Ward 1	550	R35 200 000	Department of Human Settlements Had applied for Pre- Funding For this Project
Emfundweni Rural Housing Project	Rural Housing Project	Ward 11			

The current housing projects are targeting to deliver 1871 units within the urban areas. On the other hand, the proposed housing projects are targeting to deliver 1050 units in urban areas. The proposed rural housing projects will deliver 3 500 housing units in rural areas. Therefore, the yield of these projects will reduce the housing backlog to 4279 units. Below are projects for the 2017/18 and 2018/19 financial years. Below is a progress report for housing development for the JBC catalytic project implemented through the Housing Development Agency.

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Project Name	JBC Mega Housing	Period	21-May-18	Project Category	B (Planning)	
Project Summary			Key Phases		Progress	Status
The JBC project is a peri urban area loated 26kms South East of the Newcastle central business district. It is located between the two townships of Masadeni and Osizweni, the region is largely affected by informal settlements. The project has planned to yeild an estimate of 9 511 mixed housing opportunities which are to be completed in 3 phases. Phase 1 has been completed with a housing yeild of 2 011. Phase 2 and 3 are still yet to commence with a proposed yeild of 7 500 housing units.			Housing Needs assessment		100%	Completed
			Land identification, assessment and evaluation		100%	Completed
			Land acquisition		80%	Awaiting final transfers
			Preliminary Geo Technical Report		100%	Completed
			Geo Technical Report		100%	Completed
			Socio-economic Study		100%	Completed
			Pre-Feasibility Study		100%	Completed
			Preliminary Environmental Study		100%	Completed
			Assessment of Bulk availability		100%	Completed
			Preliminary Services Layout		100%	Completed
			Building Plans		0%	Not Started
			General Plan		0%	Not Started
Tasks Completed			Tasks Delayed		Tasks Planned	
Project Budget ( 2017/18 FY) - No Allocation			Key Project Risks and Issues			
Description	Target	Actual	Type	Description		
HSDG	R -	R -	Risks	Portion of the land has coals reserves which attract illegal mining. A study has been undertaken to consider the sustainability and viability of the mining component.		
USDG	R -	R -				
OTHER	R -	R -				
Project Budget ( 2018/19 FY) - No Allocation						
Description	Target	Actual	Mitigation	The plan proposed by the study entails - establishment of a co-operative to regularise the mining of the coal and establish a rehabilitation plan for the area. The NHBRC, DMR and Economic		
	R -	R -				
OTHER	R -	R -				

Project Name	Local Municipality	No. of units	Total Approved Budget '000	2017/18 cashflow '000	2017/18 Expenditure '000
JBC Phase 2 & 3	Newcastle	7 500	R 24 649	R 7 829	R 4 500
Fairleigh	Newcastle	1 205	R 2 930	R 261	R 0
Groenvlei	eMadlangeni	250	R 467	R 467	R 338
Khayaletu	eMadlangeni	150	R 604	R 604	R 31
Dannhauser	Dannhauser	1 000	R 2 690	R 798	R 581
uBuhlebomzinyathi Phase 2	Dannhauser	1 800	R 3 982	R 939	R 1 545
uBuhlebomzinyathi Phase 3	Dannhauser	1 800	R 3 982	R 1 560	R 1 196
				<b>R 12 458</b>	<b>R 8 191</b>

Project Name	Local Municipality	2017/18 Annual Target Sites	2017/18 Budget Sites R'000	2017/18 Annual Target Units	2017/18 Annual Budget Units R'000	2017/18 Annual Budget Other R'000	2017/18 Annual Target Transfers	2017/18 Annual Target Beneficiaries	2017/18 Allocated Budget R'000	2017/18 Current Expenditure R'000
Charlestown Housing Project	Newcastle	300	14 100	0	0	0	0	0	14 100	7 257
Emawozeni Housing Project	Newcastle	0	0	80	10 080	0	0	0	10 080	464
Khathide Rural Housing Project Phase 2	Newcastle	0	0	90	8 900	0	0	25	8 900	6 365
Madadeni H39	Newcastle	250	11 750	0	0	0	140	140	11 750	1 976

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Osizweni E Housing Project Phase III	Newcastle	0	0	140	11 480	0	110	30	<b>11 480</b>	<b>0</b>
Siyahlala-la Housing Project	Newcastle	120	4 700	310	36 580	0	210	4 165	<b>41 280</b>	<b>33 871</b>
Ubuhleбомzinyathi Rural Housing Project	Dannhauser	0	0	110	9 900	0	0	0	<b>9 900</b>	<b>11 250</b>
Title Deeds Restorations	Various	0	0	0	0	1 367	1 005	0	<b>1 367</b>	<b>0</b>
		<b>670</b>	<b>30 550</b>	<b>730</b>	<b>76 940</b>	<b>1 367</b>	<b>1 465</b>	<b>4 360</b>	<b>108 857</b>	<b>61 183</b>

<b>BUDGET 2018/19</b>			
<b>PROGRAMME</b>	<b>TYPE OF SERVICE</b>	<b>PROJECTS</b>	<b>BUDGET '000</b>
Planning	Professional fees	Dannhauser; Fairleigh; Khathide; JBC 2&3; KwaMathukuza; Stenn Drive Inn; Khayaletu; Drycut; Soulcity Stafford Hill; Vezokuhle	R 7 204
Construction	Services of sites	Charlestown; JBC	R 15 686
	House Construction	eMawozeni; Madadeni H39; Osizweni E Phase 2; Siyahlala-la; uBuhleбомzinyathi Phase 1-3	R 104 582
Property Management	Construction and Services	N11 Community Residential Units	R 20 000
Title Deeds Restoration	Title Deeds and site transfers	Various projects	R 5 939
			<b>R 153 411</b>

## 6.8 Telecommunications

### Available Infrastructure

The table below depicts the progress made in the provision of technological infrastructure within the DM. It is evident from the table below that there has been significant progress made in terms of advancing the community in providing access to facilities like computers and internet.

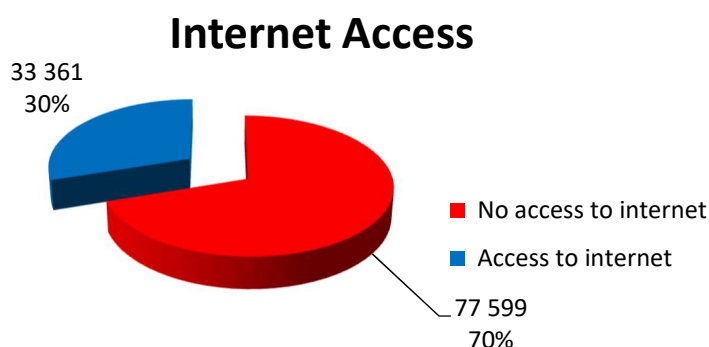
**Table 10: Telecommunication services distribution**

<b>Distribution of Telecommunication Services</b>					
<b>ITC type</b>	<b>Year</b>	<b>Newcastle LM</b>	<b>Emadlangeni LM</b>	<b>Dannhauser LM</b>	<b>Amajuba DM</b>
Radio	2001	55934	4907	14373	75214
	2011	60955	4671	14731	80357
Television	2001	42474	2114	8287	52875
	2011	65210	3293	14248	82751
Computer	2001	3793	271	276	4340
	2011	14168	703	1304	16175
Refrigerator	2001	43333	1740	6380	51453

	2011	61639	2471	12648	76758
Landline telephone	2001	21234	935	1924	24093
	2011	11434	455	949	12838
Cell phone	2001	21803	1527	4024	27354
	2011	76554	5369	17912	99835
Internet	2011	27740	1452	4170	33362

Statistics SA – Census 2011 municipal Report no 03-01-53

The figure below depicts the access to internet with the district, there is still a large number of households with out access to internet within the jurisdiction. The data when broken down shows that areas of concern for investment in ICT infrastructure are Dannhausser and Emadlangeni, where 80% of the households in Dannhauser have no access and 77% of households in Emadlangeni have no access with Newcastle reflecting 67%.



#### Service Delivery SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>Well-developed infrastructure network particularly in Newcastle including the availability of bulk infrastructure and services to support the economy and meet basic needs.</li> <li>Well established traditional urban settlements in Utrecht, Newcastle and Dannhauser.</li> <li>Technohub towards promotion of an innovative region.</li> <li>Good access to social facilities and infrastructure (schools and health facilities).</li> <li>Level 2 Accreditation for the delivery of housing projects.</li> <li>Availability of valuable agricultural land.</li> </ul>	<ul style="list-style-type: none"> <li>General trend of ageing infrastructure.</li> <li>Water loses due to old infrastructure.</li> <li>Limited capacity for future development.</li> <li>Huge housing backlogs.</li> <li>High majority of gravel roads in Newcastle East.</li> <li>Slow pace of housing projects.</li> <li>Lack of bulk services in the rural settlements.</li> <li>Poor storm water management.</li> <li>Illegal dumping.</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>Urban renewal programme.</li> <li>Municipal Infrastructure Grant and other conditional grants.</li> <li>Informal Settlement Upgrading Programme.</li> </ul>	<ul style="list-style-type: none"> <li>Increasing rate of urbanization in Newcastle, more specifically around areas where there is inadequate bulk infrastructure such as the JBC.</li> </ul>



- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Public private partnerships.</li> <li>• Development of the New dam (Ncandu)</li> </ul> | <ul style="list-style-type: none"> <li>• Continued deterioration of infrastructure particularly in areas where there is high urbanization.</li> </ul> |
|---|---|

## 6.9 Basic Service and Planning SWOT analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Well established traditional urban settlements in Utrecht, Newcastle and Dannhauser</li> <li>• Much needed support from sector departments (MISA)</li> <li>• Good track record in the utilization of Infrastructure grants and EPWP funds</li> <li>• Reduced backlog for Water and Sanitation (no bucket system)</li> <li>• Fully functional GIS System</li> <li>• Updated Spatial development framework</li> </ul>	<ul style="list-style-type: none"> <li>• Aging infrastructure</li> <li>• Water loss</li> <li>• Limited human capacity to meet vision of Council</li> <li>• Lack of adequate water resources</li> <li>• Lack of built services in the rural settlement</li> <li>• Insufficient fund for O&amp;M (reactive maintenance)</li> <li>• Lack of data to update GIS system</li> <li>• Alignment of capital projects budget with sector departments</li> <li>• Outdated sector plans to support SDF and WSDP</li> <li>• Well capacitated Environmental unit in line with legislative requirements</li> <li>• Services provided do not generate revenue for ADM</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Installation of meter system for revenue enhancement</li> <li>• Shared services with Local Municipalities</li> <li>• Public Private Partnerships</li> <li>• Development of new dam</li> <li>• Available technical support from Sector Departments</li> <li>• Exploring alternative technologies to aid in sanitation related challenges</li> </ul>	<ul style="list-style-type: none"> <li>• Influx of new settlements or households</li> <li>• Planning is disrupted due to influx for provision of basic services</li> <li>• Poor maintenance of water infrastructure</li> <li>• Illegal connections to bulk infrastructure</li> <li>• Water loss due to illegal connections</li> <li>• Poor revenue collection (business and rural)</li> <li>• Water and air pollution by industries</li> <li>• Outdated and outstanding sector plans</li> </ul>

## 7 Municipal Financial Viability

Through the 2018/2019 Integrated Development Plan, the municipality has adopted a radically and aggressive approach to the socio-economic development of its people. Key to our approach is to focus our energy, resources and strength to the core business of the municipality; i.e. the provision of water and sanitation. This will not lead to the neglect of our important services which are part of the legislated functions of a district municipality. In conjunction with the national and provincial sector departments, the municipality has prioritized the development of young people, women and the disabled people.

Council establishment of a Budget Steering Committee (BSC) will go a long way in ensuring that the object and intentions of the Financial Recovery Plan are achieved and reported on. The pre-requisites for the realization of our plan to deal with the financial challenges facing the municipality is a commitment and dedication of both the political leadership and the administration to the course of change.

We have ensured that each IDP Strategic Objective, Strategies and Indicators are directly linked with the Budget. This will ensure a seamless implementation of the developmental service delivery priorities as enshrined in the Council IDP. We have also moved and are continuing to move towards the compliance of the municipality IDP and Budget with the Municipal Standard Charts of Accounts (MSCOA); even though the municipality started very late with the process. The hands-on support of the KZN Provincial Treasury is much appreciated.

We therefore wish to reflect briefly on the 2018/2019 Budget:

Total Budget	: R 317 139 202
Projected Operating Revenue	: R 189 933 202
Projected Operating Expenditure	: R 223 459 751
Capital Allocation	: R 127 206 000
Operations Allocation	: R 350 665 751
Surplus/(Deficit)	: (R33 526 550)

### Integrated Development Plan

The Integrated Development Planning is a process through which a Municipality, its constituencies, various service providers, interested and affected parties come together to identify development needs, outline clear objectives and strategies which serve to guide the allocation and management of resources within the Municipality's jurisdictional area. From this planning process emanates the Municipal Integrated Development Plan (IDP), whose main objective is the improvement of coordination and integration of planning, budgeting and development within a Municipal area. As a five (5) Year budgeting, decision-making, strategic planning and development tool, the IDP is used by the Municipality to fulfil its role of 'developmental local governance'. Central to this are the overarching objectives and strategies encapsulated in the plan, which guides the Municipality in the realm of:

- Municipal Budgeting;
- Institutional restructuring in order to realize the strategic intent of the plan;
- Integrating various Sectors in the form of Infrastructure, Land Use, Agriculture with Socio-economic and Ecological dimensions; and
- Performance Management System

In addition to the legal requirement for every Municipality to compile an Integrated Development Plan, the Municipal Systems Act, Act 32 of 2000 (MSA) also requires that:

- the IDP be implemented;
- the Municipality monitors the implementation of the IDP;
- the Municipality evaluates its performance with regard to the IDP's implementation; and
- the IDP be reviewed annually to effect improvements where necessary.

A common perception of IDP's are that they are "wish-lists" that are not linked to budgets, dependant on sector departments and are unrealistic due to them not being linked to the powers and functions allocated to the respective municipalities. These negative perceptions have resulted in the credibility of IDP's is questioned. In understanding what is a "credible" IDP one needs to look at what credible actually means with the word "credible" being derived from the Greek word for "credulous" which means "realistic". In other words, a "credible" IDP should be one that is "do-able" and implementable. The IDP seeks to have the following impacts namely:

- Integrated and sustainable human settlement;
- Stimulating the growth of a robust local economy;
- Social cohesion and inclusion leading to nation building;
- Environmental sustainability; and
- Strengthening inter-governmental relations.

### 7.1 Operating and Capital Budget

The draft budget is prepared and presented to Council in line with the MFMA requirements. The MFMA requires that the Mayor must table the draft budget 90 days before the start of the financial year. After the draft budget has been tabled in Council, the Mayor must conduct a public participation process where by the public is afforded the opportunity to comment on the budget and make any recommendations to be considered during the budget process.

The draft budget as tabled, confirms the heavy dependence of Amajuba DM on grant funding to fund service delivery. The budget serves:

- To provide a forecast of revenues and expenditure;
- To enable the actual financial operations of the municipality to be measured against the forecast; and
- To promote access to information by informing the residents how the municipality will utilize the resources available;

## 7.2 Budget Highlights

In view of the, the following table is a consolidated overview of the proposed 2018/19 Draft Medium-Term Revenue and Expenditure Framework

Table 1 and Table 2 and Table 3 provides executive summary on both revenue budget and expenditure budget.

TABLE :1

Description	Current Year			Medium Term Revenue and Expenditure Framework		
	2017/2018	2017/2018	2017/2018	2018/2019	2019/2020	2020/2021
	Original Budget	ADJ Budget Year	YTD Actual	Budget Year +1	Budget Year +2	Budget Year +3
Total Capital and Operating Revenue Budget						
Operating Revenue	181 004 585	179 971 294	175 263 840	189 933 202	202 696 944	218 608 396
Capital Revenue – Transfers and Subsidies	119 917 000	124 917 000	47 997 448	127 206 000	131 404 000	138 574 000
Total	300 921 585	304 888 294	223 261 288	317 139 202	334 100 944	357 182 396

TABLE :2

Description	Current Year			Medium Term Revenue and Expenditure Framework		
	2017/2018	2017/2018	2017/2018	2018/2019	2019/2020	2020/2021
	Original Budget	ADJ Budget Year	YTD Actual	Budget Year +1	Budget Year +2	Budget Year +3
Total Expenditure Budget						
Operating Expenditure Budget	181 004 585	179 971 294	175 263 840	223 459 751	234 242 033	246 233 738
Capital Expenditure	119 917 000	124 917 000	47 997 448	126 858 000	131 374 000	138 524 000
Capital Expenditure – Own Revenue	150 000	348 070	95 497	348 000	30 000	50 000
	301 071 585	305 236 364	223 356 784	350 665 751	365 646 033	384 807 738

TABLE :3

Description	Current Year			Medium Term Revenue and Expenditure Framework		
	2017/2018	2017/2018	2017/2018	2018/2019	2019/2020	2020/2021
	Original Budget	ADJ Budget Year	YTD Actual	Budget Year +1	Budget Year +2	Budget Year +3
Operating Revenue and Expenditure Budget						

Description	Current Year			Medium Term Revenue and Expenditure Framework		
	2017/2018	2017/2018	2017/2018	2018/2019	2019/2020	2020/2021
	Original Budget	ADJ Budget Year	YTD Actual	Budget Year +1	Budget Year +2	Budget Year +3
Operating Revenue	181 004 585	179 971 294	175 263 840	189 933 202	202 696 944	218 608 396
Operating Expenditure	209 643 081	218 318 175	90 802 714	223 459 751	234 242 033	246 233 738
Surplus/(Deficit)	(28 638 496)	(38 346 881)	84 461 125	(33 526 550)	(31 545 089)	(27 625 341)

Table 1

The total revenue budget including operating and capital transfers amount to R317 139 202 for 2018/19, for R334 100 944 2019/20 and for R 357 182 396 2020/21. The total revenue budget has increased by R16 217 617 from the 2017/18 Approved budget and increased by R12 250 908 from the 2017/18 Adjustment budget.

Table 2

The total Expenditure budget amounts to R350 665 751 for the 2018/19 budget year and R365 646 033 for the 2019/20 and R384 807 738 for the 2020/21 budget years. The total expenditure budget has increased by R49 594 166 from the 2017/18 approved budget and R45 429 387 from adjustment budget of 2017/2018.

Table 3

The total Operating income budget amounts to R 189 933 202 for the 2018/19FY budget year and R202 696 944 for the 2019/20 and R218 608 396 for the 2020/21 budget years.

The total Operating Expenditure budget amounts to R 223 459 751 for the 2018/19FY budget year and R234 242 033 for the 2019/20FY and R246 233 738 for 2020/201 FY.

The Municipality has incurred an Operating deficit which amounts to R (33 526 550) for the 2018/2019FY budget year and R(31 545 089 ) for the 2019/2020FY and R (27 625 341) for the 2020/2021FY budget years. Due to the financial constraints of the Municipality the budget for the 2018/2019 financial year remains in a deficit.

#### 7.2.1 TABLING OF FUNDED BUDGETS

The importance of tabling funded budgets is highlighted in MFMA Circular No. 74. This is one of the game changers in local government to ensure financial sustainability. As an initiative to support municipalities in this regard, the National and Provincial treasuries are assessing tabled budgets and assisting municipalities in effecting the required changes to ensure that they adopt funded budgets. However, some municipalities have challenges in correcting the budgets to ensure that they are funded in one financial year due to financial challenges. As a result, such municipalities must, together with their 2018/19 MTREF budget, table a plan in a municipal council on how and by when the budget will improve from an unfunded to a funded position. The National and Provincial treasuries will assess the budget together with the plans and support the municipality accordingly.

## 7.2.2 OPERATIONAL BUDGET

The operational revenue budget has been estimated at R189 933 202 with the Operating expenditure budget at R 223 459 751.

For the Amajuba District Municipality to continue improving the quality of services provided to its citizens it needs to generate the required revenue. In these tough economic times, strong revenue management is fundamental to the financial sustainability of every municipality. The reality is that we are faced with development backlogs and poverty. The expenditure required to address these challenges will inevitably always exceed available funding; hence difficult choices must be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues.

Table 4: Consolidated Overview of the 2018/19 MTREF-Operating Revenue Budget

Description	Current Year			Medium Term Revenue and Expenditure Framework		
	2017/2018	2017/2018	2017/2018	2018/2019	2019/2020	2020/2021
	Original Budget	ADJ Budget Year	YTD Actual	Budget Year +1	Budget Year +2	Budget Year +3
Revenue Per Source						
Water Sales	23 400 000	21 910 614	15 842 641	23 225 251	24 479 414	25 825 782
Sanitation Sales	4 100 000	4 943 808	3 637 058	5 240 436	5 523 420	5 827 208
Interest on Overdue Account	3 700 000	3 852 504	3 002 994	4 083 654	4 304 172	4 540 901
Sundry Income-Debtors	15 000	-	-	-	-	-
Connection fee	30 000	-	-	-	-	-
Interest Earned-Ext Invest	4 000 000	4 551 860	3 150 603	4 551 860	4 797 660	5 061 532
Equitable Share-FBS Portion	137 965 000	137 965 000	137 965 000	148 705 000	160 591 000	173 889 000
Finance Management Grant	1 500 000	1 500 000	768 120	1 570 000	2 035 000	2 467 000
MSIG Grant	1 636 000	-	-	-	-	-
Operating Grants -PPE-MIG	-	-	59 476 157	-	-	-
EPWP -Public works Grant	1 789 000	1 822 382	3 039 569	1 620 000	-	-
Implementation of IGR Framework and Best Practices	-	-	-	-	-	-
Tele/Cellphone Cost Recovered	8 500	8 500	-	5 000	5 270	5 560
Tender Deposits	26 800	98 000	82 000	100 000	105 400	111 197
Sundry Income	5 785	2 530	1 265	2 000	2 108	2 224

Description	Current Year			Medium Term Revenue and Expenditure Framework		
	2017/2018	2017/2018	2017/2018	2018/2019	2019/2020	2020/2021
	Original Budget	ADJ Budget Year	YTD Actual	Budget Year +1	Budget Year +2	Budget Year +3
Rental facilities-Hall Hire	258 000	235 600	199 300	250 000	263 500	277 993
Skills Development Grant;	150 000	148 330	100 447	180 000	190 000	200 000
Shared Services Grant - DPSS	1 300 000	-	-	400 000	400 000	400 000
Reclaimed Vat from Conditional grants and Operating Expenditure	-	-	12 397 195	-	-	-
Atmospheric Emission Licence	120 500	120 500	-	-	-	-
Environmental Management	1 000 000	1 000 000	-	-	-	-
Penalty Late completion of Projects	-	1 676 566	1 722 755	-	-	-
Donations	-	135 100	135 100	-	-	-
Total Director Operating income	181 004 585	179 971 294	241 520 205	189 933 202	202 696 944	218 839 396

### 7.2.3 FUNDING CHOICES AND MANAGEMENT ISSUES

The Circular clearly outlines that, as a result of the economic landscape and weak tariff setting, municipalities are under pressure to generate revenue. The ability of customers to pay for services is declining and this means that less revenue will be collected. Therefore, municipalities must consider the following when compiling their 2018/19 MTREF budgets:

- improving the effectiveness of revenue management processes and procedures;
- paying special attention to cost containment measures by, amongst other things, controlling unnecessary spending on nice-to-have items and non-essential activities as was highlighted in MFMA Circular No. 91;
- ensuring value for money through the procurement process;
- the affordability of providing free basic services to all households; and
- curbing consumption of water and electricity by the indigents to ensure that they do not exceed their allocation

### 7.2.4 SALE OF WATER AND IMPACT OF TARIFF INCREASES

South Africa faces similar challenges regarding water supply as it did with electricity, since demand growth outstrips supply. Consequently, National Treasury is encouraging all municipalities to carefully review the level and structure of their water tariffs to ensure:

- Water tariffs are not fully cost-reflective – including the cost of maintenance and renewal of purification plants, water networks and the cost associated with reticulation expansion;
- Water tariffs are structured to protect basic levels of service and ensure the provision of free water to the poorest of the poor (indigent households); and
- Water tariffs are designed to encourage efficient and sustainable consumption.

Better maintenance of infrastructure, new dam construction and cost-reflective tariffs will ensure that the supply challenges are managed in future to ensure sustainability. We have taken a critical look at our water services costing. The fact of the matter is our tariffs are not yet cost-reflective as it is currently costing us on average R8.564 per kilolitre for water to be delivered to the consumer. The proposed tariffs are way below this and the difference is funded through equitable share. Over the MTREF period we will be reviewing the costing and tariff setting models with a view of making them more cost efficient and thus reducing the cost of providing water and sanitation services.

We have undertaken a critical assessment of our capital infrastructure requirements. The assessment indicates that our current infrastructure is unlikely to sustain our long-term ability to supply water and we therefore have to source other sources of funding for infrastructure development instead of relying on grant funding. We, however, currently do not have enough buying power to raise significant capital through the capital markets.

A summary of the proposed tariffs for households (residential) and non-residential are as follows:

Service / Category	2017 Excl. vat	Approved 2018 Excl. vat	Proposed 2017/2018 increase (Excl. vat)	Proposed 2018/2019 Tariff (Excl. vat)	% increase 2018/2019
Water supply					
Residential/Charitable/Religious					
0kl-6kl	6.73	7.16	0.43	7.59	6%
7kl-20kl	7.80	8.30	0.50	8.80	6%
21kl-40kl	9.36	9.96	0.60	10.56	6%
41kl-60kl	11.55	12.29	0.74	13.03	6%
60kl+	13.97	14.86	0.89	15.75	6%
Business & Industry per KL			-	-	
0kl-6kl	8.32	8.85	0.53	9.38	6%
7kl-20kl	9.85	10.48	0.63	11.11	6%
21kl-40kl	10.91	11.61	0.70	12.31	6%
41kl-60kl	11.98	12.75	0.77	13.52	6%
60kl+	13.04	13.87	0.83	14.70	6%
			-	-	
Other			-	-	
0kl-6kl	11.05	11.76	0.71	12.47	6%
7kl-20kl	8.55	9.10	0.55	9.65	6%
21kl-40kl	9.55	10.16	0.61	10.77	6%



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41kl-60kl	11.10	11.81	0.71	12.52	6%
60kl+	12.70	13.51	0.81	14.32	6%
			-	-	
Raw water per kl	5.80	6.17	0.37	6.54	6%
			-	-	
Sanitation			-	-	
All customers per KL	4.72	5.02	0.30	5.32	6%
Emptying septic tanks per load	600.00	638.40	38.30	676.70	6%
			-	-	
Availability charge			-	-	
Serviced vacant land	150.00	159.60	9.58	169.18	6%
			-	-	6%
Business water services fixed charge	37.81	40.23	2.41	42.64	6%
			-	-	
Industrial water services fixed charge	37.81	40.23	2.41	42.64	6%
			-	-	
Business & Industrial sanitation services fixed charge	72.35	76.98	4.62	81.60	6%
			-	-	
Testing of meters			-	-	
Exceeds 50mm	Cost + 10%	Cost + 10%	Cost + 10%	Cost + 10%	
			-	-	
New connections			-	-	
Water			-	-	
Connections 25mm and less	Cost + 10%	Cost + 10%	Cost + 10%	Cost + 10%	
Connections greater than 25mm	Cost + 10%	Cost + 10%	Cost + 10%	Cost + 10%	
Sanitation			-	-	
All connections	Cost + 10%	Cost + 10%	Cost + 10%	Cost + 10%	
			-	-	
Deposits (New and Reconnections)			-	-	
Domestic	750.00	798.00	47.88	845.88	6%
Commercial	1 400.00	1 489.60	89.38	1 578.98	6%
			-	-	
Reconnection Fee	100.00	106.40	6.38	112.78	6%
			-	-	
Disconnection Fee			-	-	
Water restricted (non-paying customers)	-	106.40	6.38	112.78	0.06
			-	-	

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Water tank deliveries					
Water tank delivery per load	-	Cost + 10%		Cost + 10%	

MINOR TARIFFS

Service / Category	2017 Excl vat	Proposed 2018 Excl vat	R increased	% increased
Minor Tariffs				
Hall Hire				
Sports Complex Conference Hall				
Hire Fees	2 000.00	2 120.00	120.00	6.0%
Refundable Deposit	2 000.00	2 120.00	120.00	6.0%
			-	
Sports Complex Church Hall			-	
Hire Fees	2 000.00	2 120.00	120.00	6.0%
Refundable Deposit	2 000.00	2 120.00	120.00	6.0%
			-	
Sports Complex Ingwe Room			-	
Hire Fees	500.00	530.00	30.00	6.0%
Refundable Deposit	500.00	530.00	30.00	6.0%
			-	
Dannhauser 42 Community Hall			-	
Hire Fees	300.00	318.00	18.00	6.0%
Refundable Deposit	300.00	318.00	18.00	6.0%
			-	
Dannhauser Springbok Community Hall			-	
Hire Fees	300.00	318.00	18.00	6.0%
Refundable Deposit	300.00	318.00	18.00	6.0%
			-	
Dannhauser Milford Community Hall			-	
Hire Fees	300.00	318.00	18.00	6.0%
Refundable Deposit	300.00	318.00	18.00	6.0%
			-	
Dannhauser Emfundweni Community Hall			-	
Hire Fees	300.00	318.00	18.00	6.0%
Refundable Deposit	300.00	318.00	18.00	6.0%
			-	
Dannhauser Mgidazi Community Hall			-	
Hire Fees	300.00	318.00	18.00	6.0%
Refundable Deposit	300.00	318.00	18.00	6.0%
			-	
Newcastle Dick's Community Hall			-	

Hire Fees	300.00	318.00	18.00	6.0%
Refundable Deposit	300.00	318.00	18.00	6.0%
			-	
Emadlangeni Groenvlei Community Hall			-	
Hire Fees	300.00	318.00	18.00	6.0%
Refundable Deposit	300.00	318.00	18.00	6.0%

### 7.3 Operating Expenditure

The municipality's expenditure framework for the 2018/2019 budget and MTREF is informed by the following:

Balanced budget constraint (operating expenditure should not exceed operating revenue) unless there are existing uncommitted cash-backed reserves to fund any deficit; The Municipality could not achieve a balanced budget due to insufficient funding sources.

Funding of the budget over the medium-term as informed by Section 18 and 19 of the MFMA;

The capital programme is aligned to the asset renewal strategy and backlog eradication plan; Operational gains and efficiencies will be directed to funding the capital budget and other core services; and Strict adherence to the principle of no project plans no budget. If there is no business plan no funding allocation can be made.

The following table is a high-level summary of the 2018/2019 budget and MTREF (classified per main type of operating expenditure):

Table 5: OPERATING EXPENDITURE

Description	Current Year			Medium Term Revenue and expenditure Framework		
	2017/2018	2017/2018	2017/2018	2018/2019	2019/2020	2020/2021
	Original Budget	ADJ Budget Year	YTD ACTUAL	Budget Year +1	Budget Year +2	Budget Year +3
EXPENDITURE PER CATERGORY						
Salaries, Wages & Allowances	84 846 564	81 213 766	60 407 751	86 824 590	91 513 118	96 546 339
Remuneration of Councillors	5 504 958	5 944 070	3 331 726	5 685 460	5 907 901	6 232 835
Depreciation	30 821 858	30 821 858	17 118 184	33 178 215	34 969 839	36 893 180
Repairs & Maintenance	9 631 675	9 866 416	3 998 805	11 287 533	11 897 059	12 551 398
Bulk Water Purchases	21 280 000	18 585 000	11 972 976	17 263 000	18 195 202	19 195 938
Contracted Services	13 445 400	22 270 982	15 654 584	17 013 968	17 932 723	18 919 022
Operating Grants Expenditure						
General Costs-Other	29 198 625	34 504 012	20 336 410	36 829 920	39 198 813	41 674 311

	194 729 081	203 206 105	132 820 436	208 082 686	219 614 655	232 013 023
Contributions to capital	150 000	348 070	12 759	348 000	30 000	50 000
Contributions to funds	14 000 000	14 000 000	4 401 927	14 265 065	13 833 379	13 406 714
Interest -External Loans	764 000	764 000	777 013	764 000	764 000	764 000
<b>TOTAL DIRECT OPERATING EXPENDITURE</b>	<b>209 643 081</b>	<b>218 318 175</b>	<b>138 012 134</b>	<b>223 459 751</b>	<b>234 242 033</b>	<b>246 233 738</b>

## 7.4 Capital Budget

The capital budget is estimated at R 127 206 000 for the 2018/19 financial year and R 131 404 000 respectively for the 2019/20 and R 138 574 000 2020/21 financial years. The capital budget is funded from grants – mainly the Municipal Infrastructure Grant (MIG) Water Service Infrastructure Grant (WSIG) and Road Asset Management Grant. The municipality has made a minimum transfer of R 348 000 to fund its own capital projects. Consequently, the municipality is not able to transfer any funding to the local municipalities to fund projects.

The following table provides a breakdown of budgeted single- and multi-year capital expenditure by vote and the following projects have been provided for:

Table 6: CAPITAL PROJECTS AND CAPITAL PROGRAMME

Description		Medium Term Revenue and expenditure Framework		
		2018/2019	2019/2020	2020/2021
		Budget Year +1	Budget Year +2	Budget Year +3
<b>CAPITAL EXPENDITURE IDP-GRANT FUNDED PROJECTS</b>				
	<b>MIG GRANT FUNDING PROJECTS</b>			
9503/9627/9501	MIG PMU admin cost	453 000	453 000	453 000
9503/9517/9501	EMANDLANGENI SANITATION-MIG;	2 000 000	2 000 000	2 000 000
9504/9628/9501	Goede hoop bulk water and sanitation	10 000 000	10 000 000	10 000 000
9503/9575/9501	Dann Hauser Housing Development Bulk Water and Sanitation	10 000 000	10 000 000	10 000 000
9503/9523/9501	Buffalo Flats Water Supply Scheme Phase 3B	14 500 000	14 500 000	14 500 000
9503/9524/9501	Amajuba Disaster Management Centre Phase 2	3 300 000	4 086 000	6 261 000
	<b>SUB TOTAL</b>	<b>40 253 000</b>	<b>41 039 000</b>	<b>43 214 000</b>
	<b>WSIG GRANT FUNDED PROJECTS</b>			
9503/9701/9501	Emxhakeni reticulation water scheme is an extension of existing water reticulation scheme to serve 500 households	1 000 000	1 000 000	1 000 000

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9503/9702/9501	Pipeline extension and infrastructure in Skobharen and Alcockspruit	35 000 000	35 000 000.00	35 000 000.00
9503/9703/9501	Construction of VIP toilets in Dannhauser	5 000 000	5 000 000.00	5 000 000.00
9503/9704/9501	Refurbishment of DNC WWTP, Tweediedale and Utrecht WTP	4 000 000.00	4 000 000.00	4 000 000.00
9503/9705/9501	Refurbishment and upgrade of Durnacol Water Treatment Works in Dannhauser	12 000 000	15 600 000.00	12 000 000.00
9503/9706/9501	Construction of Brakfontein reservoir	15 000 000	15 000 000.00	15 000 000.00
9503/9579/9501	Upgrade of Critical system	5 000 000.00	5 000 000.00	8 000 000.00
9503/9579/9501	Emergency water supply to Ramaphosa, skobharen and 2 megalitre reservoir at Hilltop - Emadlangeni LM	5 000 000.00	5 000 000.00	8 000 000.00
	Dannhauser Borehole Refurbishment Program	2 400 000.00	2 400 000.00	4 840 000.00
	SUB TOTAL	84 400 000	88 000 000	92 840 000
	ROAD TRANSPORT PROJECTS			
9599/9545/9501	RURAL ROAD ASSET MANAGEMENT GRANT	2 205 000	2 335 000	2 470 000
	SUB TOTAL	2 205 000	2 335 000	2 470 000
TOTAL GRANT FUNDED IDP PROJECTS ENGINEERING		126 858 000	131 374 000	138 524 000
OPERATING CAPITAL -CONTRIBUTIONS FROM OWN REVENUE				
9505/9529/9501	Office Furniture & Equipment-Corporate Services	198 000		
9506/9533/9501	Office Furniture & Equipment-Financial services	150 000	30 000	50 000
	SUB TOTAL	348 000	30 000	50 000
TOTAL CAPITAL EXPENDITURE		127 206 000	131 404 000	138 574 000

**EXPENDITURE PER DEPARTMENT**

Description	Medium Term Revenue and Expenditure Framework		
	2018/2019	2019/2020	2020/2021
	Budget Year +1	Budget Year +2	Budget Year +3
<b>Expenditure by Department</b>			
Council and Executive Mayor	6 090 910	6 335 244	6 683 683
Municipal Manager	13 430 474	14 155 578	14 933 622
Budget and Treasury Office	19 141 805	20 427 583	21 889 525
Human Resources and Corporate Services	34 543 495	36 200 152	38 191 160
Community Services – Social Development	6 880 518	7 252 066	7 650 929
Environmental Health Services	3 898 018	4 108 511	4 334 479
Engineering and Technical Services	10 893 957	11 482 231	12 113 754
Disaster Management and Public Safety	5 696 178	6 003 772	6 333 979

Thusong Services – Halls and Facilities	856 776	903 042	952 709
Economic Development and Planning Services	14 844 502	15 646 105	16 506 641
Water and Sanitation Services	107 183 117	111 727 750	116 643 256
Total Expenditure	223 459 751	234 242 033	246 233 738

## 7.5 Employee related costs

In terms of the MFMA Municipal Budget Circular No 91 for the 2018/19 MTREF 08 March 2018. The SALGA leadership has mandated its negotiators to negotiate for a multi-year salary and wage collective agreement and the salary increases should be inflation-linked. Indeed, the 5.9% SALGA offered, with sweetened outer years, was recorded as the year-on-year CPI for November 2017. At the third round of negotiations, held from 05 – 06 March 2018, SALGA tabled its revised offer of 5.9% to the trade unions and this includes an improvement factor for the outer years of a multi-year agreement. This was informed by the average CPI expected for 2019 as per the South African Reserve Bank MPC statement for January 2018

By the same token, organised labour also revised their salary and wage demand from the original 15% to 10% and the latter was further applied on the other related demands such as the minimum wage and other benefits. However, and notwithstanding the cited reviewed set of demands, SALGA views the insistence on a 10% demand by the Unions as not only unaffordable but also insensitive to the current economic environment which South Africa finds itself in, and municipalities.

The Amajuba District Municipality has provided for a 7 % salary increase based on the South African Local Government Bargaining Council Facilitators proposal on the salary and wage collective agreement dated 18 April 2018.

The Current CPI and GDP Indicators are reflected below,

Macroeconomic performance and projections, 2017 - 2020 Fiscal year	2017/18	2018/19	2019/20	2020/21
Estimate	Forecast			
Consumer Price Inflation (CPI)	5.3%	5.3%	5.4%	5.5%
Real GDP growth	1.0%	1.5%	1.8%	2.1%

Employee related costs plus Councillor allowances as a percentage of total operating expenditure is 40%. The norm range is 25% to 40%.

The Accounting Officer and Senior Managers' salaries have been provided for using the total remuneration package maximum payable to a Senior Managers for a category 3 municipality in terms of the Government Gazette Number No. 41173 dated 10 October 2017 Due to the current financial situation, performance bonuses have not been budgeted for senior managers.

### 7.4.1 REMUNERATION OF COUNCILLORS

Due to the current financial situation of the municipality, Councillor allowances have been budgeted based on the actual costs approved in accordance with the gazette No 41335 on the Remuneration of Public Office Bearers Act: Determination of Upper Limits of Salaries, Allowances, and Benefits of different members of municipal councils published 15 December 2017. The MEC of Corporate Governance and Traditional Affairs (COGTA) has granted that Councillors remuneration be approved at 95% of the upper limits for 2017/2018.

Table 7: Summary of Councillors Remuneration and Municipal Officials Remuneration

Description	Current Year		Medium Term Revenue and Expenditure Framework		
	2017/2018	2017/2018	2018/2019	2019/2020	2020/2021
	Original Budget	ADJ Budget Year	Budget Year +1	Budget Year +2	Budget Year +3
Executive Mayor	859 636	867 214	823 853	868 341	916 100
Deputy Mayor	426 841	701 929	666 833	711 321	750 443
Speaker-EXCO	692 148	701 929	666 833	711 321	750 443
Councillors	2 375 502	1 952 694	1 861 995	1 906 483	2 011 340
Executive Committee	1 150 831	1 720 304	1 665 947	1 710 435	1 804 509
Subtotal	5 504 958	5 944 070	5 685 460	5 907 901	6 232 835

Table 8 : Detail Salary Budget

Description	Current Year		Medium Term Revenue and Expenditure Framework		
	2017/2018	2017/2018	2018/2019	2019/2020	2020/2021
	Original Budget	ADJ Budget Year	Budget Year +1	Budget Year +2	Budget Year +3
<b>EMPLOYEE RELATED COSTS - WAGES &amp; SALARIES</b>					
Salaries & Allowances	57 128 464	54 731 459	57 081 739	60 164 153	63 473 182
Standby Allowance	782 513	794 226	933 887	984 317	1 038 454
Shift Allowance	95 515	91 985	103 917	109 528	115 552
Overtime	4 855 913	4 795 851	6 407 671	6 753 685	7 125 138
Sub-Total	62 862 405	60 413 521	64 527 214	68 011 683	71 752 326
<b>EMPLOYEE RELATED COSTS - SOCIAL CONTRIBUTIONS</b>					
Bonuses	4 212 344	4 028 158	4 308 978	4 541 663	4 791 454
Travel Allowance	5 109 595	4 790 824	5 184 445	5 464 405	5 764 948
Housing Allowance	558 584	505 987	581 687	613 098	646 819
Telephone	705 384	660 784	659 184	694 780	732 993

Medical Aid Contributions	3 799 315	3 640 895	3 890 240	4 100 313	4 325 830
Pension Fund Contributions	6 770 547	6 370 165	6 840 961	7 210 373	7 606 943
Group Life Contribution	471 294	459 205	486 429	512 696	540 894
UIF Contributions	327 494	315 447	313 338	330 258	348 422
Bargaining Council Contribution	17 603	16 781	17 714	18 671	19 698
Post-Retirement Medical Expe	-	-	-	-	-
Long Service Awards Expense	-	-	-	-	-
Clothing Allowance	12 000	12 000	14 400	15 178	16 012
Sub--Total	21 984 159	20 800 245	22 297 376	23 501 434	24 794 013
TOTAL	84 846 564	81 213 766	86 824 590	91 13 118	96 46 339

## 7.5 Financial SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>Legislations guiding operations are available</li> <li>Strengthened relations with sector Departments and Civil Society</li> <li>Growth in Tourism Business Development creates job opportunities</li> <li>Ongoing capacity building provided by partners</li> <li>Work opportunities are created through EPWP</li> </ul>	<ul style="list-style-type: none"> <li>Staff shortage</li> <li>Lack of reliable transport</li> <li>Unfunded votes</li> <li>Insufficient marketing and promotion of District</li> <li>Outdated LED Strategy</li> <li>No monitoring of ambient air</li> <li>No compliance monitoring and enforcement activities</li> <li>By Laws-Municipal MHS drafted but not operational</li> <li>Air quality by laws in process of being drafted</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>Collection of revenue will assist in conducting Monitoring and Evaluation</li> <li>Increased access to District through new Airport</li> <li>Location of District within KZN, i.e. Northern Drakensberg and Midway to Johannesburg and Durban</li> </ul>	<ul style="list-style-type: none"> <li>Disease outbreak and rise in HIV/AIDS, and other social ills</li> <li>No major draw cards in District to market it</li> <li>No compliance of industries to Legislations</li> <li>Atmospheric pollution</li> </ul>



## 8 Good Governance and Public Participation

### 8.1 Batho Pele Principles

Batho Pele - "People First" was conceived with the intention of transforming service delivery in the public sector. Good service delivery leads to happy customers and employee satisfaction for a job well done. Batho Pele was founded on 8 principles, but since the inception of the Awards, two more principles have been added. The ADM subscribes to all the 8 principles outlined below through consumer satisfaction surveys and using the Customer Care Line.

- Consultation

This is about asking our customers what they want and finding out how we can best meet their needs. This may be done by questionnaires, or by talking to customers. It's important to consult as many of our customers as we can and to use the information we receive to help improve our service to them. It's important to report back to customers so they know what to expect, and to our staff so they know what is expected from us.

- Service Standards

While we should continually try to improve the service we give, it's also about how well we promise to deliver our service at any time. If we already know what is important to our customers then we can set service standards which must be realistic depending on the resources we have. We should also be able to measure these standards so that everyone can see if they are being met.

- Access

Access applies especially to the previously disadvantaged sectors of the community and to people with special needs. These needs may include access to our department for the physically disabled, or having services which are too far away for people to visit. Good staff attitudes and addressing customers in their own language makes access easier.

- Courtesy

Courtesy is not only being polite to customers, but being friendly, helpful and treating everyone with dignity and respect. We should write down a code of conduct and we should train and assess our staff in customer care. Our managers should monitor the relationship between front line staff and customers and help staff to give a warm and friendly service to everyone.

- Information

Information is about reaching all our customers to make sure they are well informed about the services our department provides. This may be done in several ways, to mention some, through newspapers, radio, posters and leaflets. It's important to remember that different customers have

different needs and they do not all speak the same language. We should disseminate a Service Commitment Charter to inform customers about the services we offer.

- Openness and Transparency

This Batho Pele principle encourages our departments to be open and honest about every aspect of our work. We should publish an annual report to tell citizens how our resources were used, how much everything cost, including costs for staff, equipment delivery, services and so on. It should also include how well our department performed-did we keep our promises-deliver on time and so on. If we did not meet our standards, we should list the reasons and find ways to improve our service. We should hold "open days," and invite members of the public to show them how we run our business.

- Redress

Redress is making it easy for people to tell us they are unhappy with our service. We should train staff to deal with complaints in a friendly, helpful manner. We should apologise and put the problem right as quickly as possible. We should tell Customers how and where to complain and we should keep a record of all complaints and how we dealt with them. We should understand that complaints can help us to improve our service as they tell us what our customers want.

- Best Value

This principle includes giving our customers the best service we can using all our resources. It also means eliminating waste, fraud and corruption and finding new ways of improving services at little or no cost. This might include us forming partnerships with other service providers and the community. If we work efficiently and maximise our skills we will add value and produce service excellence to give our customers the best value for their money. Innovation and Reward This Batho Pele principle was an addition to the original list as a result of many of the participating departments innovative and creative ways of "doing things better." Innovation can be new ways of providing better service, cutting costs, improving conditions, streamlining and generally making changes which tie in with the spirit of Batho Pele. It is also about rewarding the staff who "go the extra mile" in making it all happen.

- Customer Impact

This is a new principle which has been added in for 2002. It focuses on the changes and consequences that result from our implementing Batho Pele in our work. It was noticed that some departments had concentrated more on some of the principles and had forgotten others. Impact means looking at the benefits which we have provided for our customers both internal and external -it's how the nine principles link together to show how we have improved our overall service delivery.

- Innovation and Reward

This Batho Pele Principle was an addition to the original list because of many of the participating departments' or municipalities innovative and creative ways of doing things better. Innovation can be new ways of providing better service, cutting costs, improving conditions, streamlining and

generally making changes which tie in with the spirit of Batho Pele. It is also about rewarding the staff who go an extra mile in making it all happen.

- Leadership and Strategic Direction

Good leadership is the one of the most critical ingredients for successful organisations. Organisations who do well in serving their customers can demonstrate that they have leaders who lead by example, who set the vision, and ensure that the strategy for achieving the vision is owned by all properly deployed throughout the organisation. They take an active role in the organisation's success.

The municipality is currently in the process of revising its organisational structure, in this with the aim of being able to identify a champion for Batho Pele and ensuring the implementation its policy.

## 8.2 Council Committees and IGR Structures

The Municipal Structures Act no. 117 of 1998 Part 5 makes provision for Municipal Councils to establish committees to ensure effective and efficient performance of the municipal Council. This allows for oversight by Council matters on key matters on administrative matters such as Audit, Performance Management, Budget and Integrated Development Planning. The ADM has a fully functional Council supported by the:

- Municipal Public Accounts Committee

The first layer of committees is the Municipal Public Accounts Committee (MPAC) which consists of ordinary Honorable Councilors to oversee the expenditure of public funds in order to ensure the efficient and effective utilization of Council resources and to enhance the political accountability of Council. ExCo members account to MPAC on issues related to their portfolios. MPAC reports back to Council via the Honorable Speaker. The primary purpose of the MPAC is to assist Council to hold the Executive Committee and the Municipal Administration to account.

- Executive Committee

ExCo is one of municipal Council Committees and reports to the municipal Council on decisions made in terms of its delegated powers as well as recommendations made on those issues the municipal Council did not delegate to the ExCo.

- Audit Committee

The Audit Committee is fully functional as it serves oversight for both financial management and performance management.

- Portfolio Standing Committees

Council at its meeting held on the 24<sup>th</sup> June 2011 resolved that the Section 80 Portfolio Committees be established as follows:

- Finance, Budget, IDP & LED Portfolio – Chairperson His Worship the Mayor Cllr Dr MG Ngubane

- Community Services Portfolio –Chairperson
- Corporate Services Portfolio – Chairperson Cllr
- Planning and Development Portfolio- Chairperson
- Engineering Services Portfolio – Chairperson

The committees/portfolios do not have substantive powers and functions delegated to them. However, administrative issues relating to rules of order are delegated to them. Issues discussed at these committees can be referred to ExCo and Council for future deliberation. A schedule of events for all committees of Council are compiled and tabled to Council for approval.

Council Structure	Quarter	Scheduled date of meeting	Actual meeting date	Quorum (Yes/No)	Functionality
Executive committee	Q1	19/07/2017	19/07/2017	Yes	Functional
		23/08/2017	27/07/2017	Yes	
		20/09/2017	29/08/2017	Yes	
	Q2	11/10/2017	11/10/2017	Yes	Functional
		25/10/2017	30/10/2017	Yes	
Q3	15/11/2017		No		
	13/12/2017	12/12/2017	Yes		
Council Sitting	Q1	27/07/2017	27/07/2017		
		29/08/2017	31/08/2017		
		Nil	12/09/2017		
	Q2	31/10/2017	07/11/2017	Yes	Functional
		30/12/2017	12/12/2017		
Municipal Public Accounts Committee	Q1	22/08/2017	221/09/2017	Yes	Functional
		20/10/2017	19/10/2017	Yes	
		28/10/2017	06/12/2017		
	Q2				
Whips	Q1	26/07/2017	26/07/2017	Yes	Functional
			30/09/2017	No	
			12/09/2017	Yes	
	Q2	30/10/2017	07/12/2017	Yes	Functional
Audit Committee	Q1	25/08/2018	25/08/2018	Yes	Functional
		27/11/2017	27/11/2017	Yes	
		29/01/2018	29/01/2018	Yes	
	Q2				

Structure	Quarter	Scheduled date of meeting	Actual meeting date	Quorum (Yes/No)	Functionality
Corporate Services Portfolio	Q1	02/08/2017 05/09/2017	16/08/2017	Yes	Functional
	Q2	18/11/2017 12/12/2017	18/10/2017 01/12/2017	Yes	Functional
	Q3				
	Q4				
Planning Portfolio	Q1				
	Q2	05/12/2017	No	No	Non-Functional
	Q3	17/01/2018 06/02/2018	No	No	Non-Functional
	Q4				
LED Portfolio	Q1				
	Q2	05/12/2017	06/12/2017	Yes	Functional
	Q3	16/01/2018 09/02/2018	20/02/2017	Yes	Functional
	Q4				
Financial Portfolio	Q1		13/09/2017	Yes	
	Q2		10/12/2017	No	
	Q3		13/03/2018	No	
	Q4				
Social Services Portfolio	Q1				
	Q2				
	Q3				
	Q4				
Engineering Portfolio	Q1				
	Q2				
	Q3				
	Q4				

#### 8.2.1 INTERGOVERNMENTAL RELATIONS (IGR) STRUCTURES

All IGR structures in the ADM are established in line with the Intergovernmental Relations Framework Act no. 13 of 2005 Part 4. This act provides a framework for all spheres of government to promote and facilitate intergovernmental relations. The ADM has established IGR Forums for all departments to ensure the ADM and its family meet on a quarterly basis. The table below contains information regarding the functionality of the various forums which are chaired by the ADM.

IGR Structure	Quarter	Scheduled date of meeting	Actual meeting date	Quorum (Yes/No)	Meeting convened (Yes/No)
Mayors Forum	Q1	05/09/2017	05/09/2017	Yes	Yes
	Q2	09/11/2017		No	No

	Q3				
	Q4				
<b>Municipal Managers Forum</b>	Q1	04/09/2017	03/08/2017 16/08/2017	No Yes Yes	No Yes Yes
	Q2	27/10/2017	06/11/2017	Yes	Yes
	Q3				
	Q4				
<b>Corporate Services Forum</b>	Q1	11/08/2017	11/08/2017	No	Discussions
	Q2	06/10/2017	06/10/2017	Yes	Yes
	Q3				
	Q4				
<b>Financial Services Forum</b>	Q1	17/08/2017	13/09/2017	Yes	Yes
	Q2	05/10/2017	10/11/2017	No	No
	Q3				
	Q4				
<b>Community Services Forum</b>	Q1	17/08/2017	06/09/2017	Yes	Yes
	Q2	05/10/2017	13/12/2017	Yes	Yes
	Q3				
	Q4				
<b>Communicators Forum</b>	Q1	17/08/2017	14/09/2017	Yes	Yes
	Q2	05/10/2017	29/11/2017	Yes	Yes
	Q3				
	Q4				
<b>Technical Services Forum</b>	Q1	18/08/2017	28/09/2017	No	Discussions
	Q2	06/10/2017	15/11/2017	No	No
	Q3				
	Q4				
<b>Internal Audit &amp; Risk Officers Forum</b>	Q1	18/08/2017	No	No	No
	Q2	11/10/2017	No	No	No
	Q3				
	Q4				
<b>Planning &amp; Development Forum</b>	Q1	18/08/2017	18/08/2017	YES	YES
	Q2	06/10/2017	06/10/2017	No	Discussions
	Q3				
	Q4				

Meetings that had no quorums still continues discussing some key matters that are on the agenda however there are no resolutions from those meetings.

### 8.3 Audit Action Plan

Based on the assessment conducted by the Auditor General for the financial year ending June 2017, the ADM developed an action plan which will be utilized as a tool to eliminate the queries raised by the AG. Audit outcomes for the 3 previous audits is as follows:

- 2013/14 - Disclaimer
- 2014/15 - Qualification
- 2015/16 - Qualification

Below is the action plan for 2016/2017:

Audit Outcome 16/17	AG's Comments	Remedial Action by ADM	Timeframe	Responsible
Qualified Audit opinion				
Matters of emphasis				
<b>1. Revenue from service charges</b>	During the audit of the service charges, it was noted that reasonable steps were not taken to ensure that the municipality has effective revenue collection systems consistent with section 95 of the MSA and the municipality's credit control and debt collection policy as required by section 64(1), 2(a) of the MFMA.	Existing controls are working as intended and will be enhanced.	ongoing	CFO
		Setup bi-weekly meeting between BTO and Engineering & Technical Services department to monitor progress on water related challenges	ongoing	CFO/DES
		BTO portfolio councillor to arrange community meeting with Emfundweni ward councillor.	30-Mar-18	MM
<b>2. Inventory and water losses</b>	During the audit of inventory, it was noted that managements' assumptions with regard to the rate applied against the kilo litres of water on hand, cannot be re-performed, since the rate used to measure inventory reflected an amount of R 7.80. This rate used, is in accordance with the approved billing schedule.	The system used to measure inventory will be reviewed and inventory measured in line with the requirements of GRAP 12.	31-Jan-18	CFO
	The billing schedule is based on a sliding scale, and each scale is based on different levels of water consumption, with different categories of consumers. The rate applied against the kilo litres of water on hand does not take into account the fact that there are different categories of consumers, and that these consumers consume different levels of water. This will result in the inventory balance as per the statement of financial position not being fairly valued and disclosed. The rate of R 7.80 was also applied to the water loss, therefore the amount of water loss is also inaccurately reported.			
	It was further noted that the inventory was not measured at the lower of cost and net realisable value as required by the GRAP standards.			

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<b>Audit Outcome 16/17</b>	<b>AG's Comments</b>	<b>Remedial Action by ADM</b>	<b>Timeframe</b>	<b>Responsible</b>
<u>Qualified Audit opinion</u>				
<b>Matters of emphasis</b>				
<b>3. Payment not made within 30 days</b>	During the audit of operating expenses, it was noted that the creditors were not paid within 30 days from receipt of invoice: (Refer to the report).	Strict implementation of the Cost Curtailment Measures.	30-Jun-18	MM
<b>4. Unauthorised Expenditure</b>	During the review of the annual financial statements it was noted that the closing balance of the unauthorized expenditure for the financial year ended 2013/14 was not reflected as an opening balance for the 2014/15 financial year resulting in the cumulative amount for 2016/17 financial year being understated.	The AFS have been amended accordingly.	06-Oct-17	CFO
<b>5. Deviation does not constitute an urgency or emergency</b>	It was noted that an emergency case is justifiable where an immediate action was necessary in order to avoid a dangerous or risky situation or misery. Lack of or bad planning does not constitute an urgency or emergency	Noted	N/A	CFO
<b>6. Reported information not accurate</b>	During the audit of performance information, it was noted that the Implementation of Buffalo flats water supply project –Phase 3B have a zero (0) actual target as per Annual Performance Report (APR) meaning that there was nothing that was actually done for Buffolo flats water supply for the current year, however the APR is showing an actual expenditure of R5 176 145 for a project. We held a discussion with management regarding this matter, management explained that the expenditure occurred it was for erection of reservoir not for the implementation of Buffalo flats water supply project – Phase 3B. Consequently, the erection of reservoir should have been an indicator on its own and have its own target, therefore the following indicator is not well defined as the indicator of the project were supposed to be split to each stage of the project and be allocated to the appropriate indicator.	Ensure accurate and realistic programme in future	In the next projects as this one is almost complete.	Director: Engineering Services
<b>7. AOPO – Reported Information is not accurate</b>	The project information on the Annual Performance Report (APR) under funding section; was noted that the budgeted and expenditure funds are not aligning with the information on the GL and the municipality annual budget. Below is the information as reported.	Expenditure to reflected as per General Ledger	28-Nov-17	Manager PMS
<b>8. Predetermined Objectives- Target not met and no corrective action included in the APR</b>	During the audit of predetermined objectives, it was noted that the following targets have not been met and no corrective actions were included in the annual performance information: (Refer to the report).	Correction of the Annual Performance Report.	Completed	Manager PMS



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<b>Audit Outcome 16/17</b>	<b>AG's Comments</b>	<b>Remedial Action by ADM</b>	<b>Timeframe</b>	<b>Responsible</b>
<u>Qualified Audit opinion</u>				
<b>Matters of emphasis</b>				
<b>9. Reported target not corresponding with SDBIP original target</b>	During the audit of basic service delivery, it was noted that the following reported planned target on the APR does not correspond with planned target per SDBIP	Ensure that there is a process in place to ascertain that performance information reported in the annual performance report correspond with the information on the SDBIP.	Immediately	Manager PMS
<b>10. Performance of External service providers not included in the annual performance report</b>	During the review of chapter 3 of the annual performance report, it was noted that the performances of the following external service providers were not reported: (refer to the report)	Service providers as identified during the audit have been included in the annual performance report.	Completed	Municipal Manager
<b>11. Investment in associate</b>	During the audit of the investment in associate it was noted that the shareholding used by Amajuba was 33,3% instead of 33% as reflected in the UThukela financial statements. It was further noted that disclosure note 6 has two carrying amounts for the 2016 financial years.	The 2016 number in AFS note 6 will be corrected.	10-Nov-17	CFO
<b>12. Indicators not well-defined</b>	During the audit of performance information, it was noted that the following indicators are not well-defined: (Refer to the report)	MM to ensure strict adherence to the PMS Framework; and the adherence to the SMART Principles of Performance.	Immediately	Manager PMS
<b>13. Irregular expenditure is incorrectly disclosed</b>	During the audit of irregular expenditure, it was noted that an amount of R 3 133 423, was disclosed under the irregular expenditure note, when it should have been excluded based on the fact that the amount related to valid deviations.	The 2017 AFS Note 41 has been amended	07-Nov-17	CFO
<b>14. Conditional Grants</b>	The R3 523 861 of the Bulk Water – Goedehoop Grant was transferred to the WSIG and it was noted that the Goedehoop project is only funded by the Human-settlement grant (HSG) and the MIG not the WSIG. No reasons provided on why is the R3 523 861 of the Bulk Water – Goedehoop was transferred to WSIG instead of being transferred to revenue because the condition was meant and the rollover was approved in the current year.	To remedy the error the municipality did an adjustment as indicated in the letter dated 5 June 2017 to NT. The amount of R3 523 861 was corrected and transferred back to Bulk Water – Goedehoop Grant.		CFO
<b>15. Expenditure on uncompleted projects not disclosed per class of asset</b>	WIP is not a class of PPE in terms of the GRAP framework. WIP needs to be allocated per asset class as required by GRAP 87(a).	The AFS PPE note 4 will be amended to provide adequate disclosure of the capital work in progress.	10-Nov-17	CFO
<b>16. SCM – No local Content Declaration certificates</b>	It was noted that there is no evidence provided confirming that the below winning supplier had submitted the declaration certificate for local production and content for the purchase of office furniture.	Update SCM compliance checklist to all threshold values	Immediately	CFO

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<b>Audit Outcome 16/17</b>	<b>AG's Comments</b>	<b>Remedial Action by ADM</b>	<b>Timeframe</b>	<b>Responsible</b>
<u>Qualified Audit opinion</u>				
<b>Matters of emphasis</b>				
<b>17. Employee Cost (Overtime)</b>	<p>During the audit of the of employee costs, the following employee should have not worked overtime as per the South African Local Government Bargaining Council requirements listed above, since their remuneration per annum exceeds R172 000.</p> <p>It was further noted that the overtime worked was not in line with the provisions of the Basic Conditions of Employment Act 75 of 1997</p>	Review policies	31-Jan-18	Director: Engineering Services
<b>18. Employee Cost -reviewing of policies</b>	During the audit of employee costs, it was noted that the overtime policy has not been reviewed and updated as per table below (Refer to the Management Audit Report).	Submitting the new draft Overtime and Time Off Policy to Council for adoption.	31-May-18	Acting Director: Corporate Services
<b>19. Receivables for Non-Exchange Transactions</b>	During the audit of receivables it was noted that the receivables for Non-Exchange Transactions has not been separated between Current Assets and Non-Current Assets	The entire population will be assessed and classified in line with GRAP, and the 2017 AFS will be amended accordingly.	When the necessary information is received from the Payroll Office	CFO
<b>20. Employee cost- Differences between payroll and the general ledger</b>	During the audit of employee costs it was noted that Management does not reconcile amounts as per payroll report to the general ledger in relation to employee costs. This will result in an overstatement/ understatement of employee costs reported.	N/A	N/A	CFO
<b>21. Contingent Liabilities</b>	During the audit of contingent liabilities, external legal confirmations were received, and the amounts reflected on the external confirmation differ to the amounts disclosed in the contingent liability note. The table below details the contingent liabilities and differences in the amounts as per the external legal confirmation and the contingent liability note	The AFS have been amended accordingly.	06-Oct-17	CFO
<b>22. Contingent Liabilities</b>	During the review of the annual financial statements, it was noted that the contingent liabilities disclosure as disclosed in note 34 to the financial statements states that an employee is claiming settlement of 12 times his annual salary for an amount of R340 280. This is incorrect as the employees annual salary is 340 280. The statement should not read as 12 times his annual salary.	The AFS have been amended accordingly.	06-Oct-17	CFO

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<b>Audit Outcome 16/17</b>	<b>AG's Comments</b>	<b>Remedial Action by ADM</b>	<b>Timeframe</b>	<b>Responsible</b>
<u>Qualified Audit opinion</u>				
<b>Matters of emphasis</b>				
<b>23. General Expenses</b>	During the audit of contingent liabilities, external legal confirmations were received, and the amounts reflected on the external confirmation differ to the amounts disclosed in the contingent liability note. The table below details the contingent liabilities and differences in the amounts as per the external legal confirmation and the contingent liability note	Not necessary.	N/A	CFO
<b>24. Municipal does not have a disciplinary board</b>	<p>During the audit of contingent liabilities, external legal confirmations were received, and the amounts reflected on the external confirmation differ to the amounts disclosed in the contingent liability note. The table below details the contingent liabilities and differences in the amounts as per the external legal confirmation and the contingent liability note</p> <p>It was further noted that the District Municipal Managers' Forum resolved to opt for an idea of establishing a district-wide Municipal Disciplinary Board that will service all four (4) municipalities in the district. This will however only be finalized in the next financial year</p>	Each municipality to resolve to participate in the Districtwide Municipal Disciplinary Board.	28-Feb-18	Municipal Manager
<b>25. SCM – No evidence of the verification of supplier on Central Supplier Database</b>	During the audit of procurement and management contract, it was noted that no formal written price quotations were obtained from the prospective suppliers as required by the regulations above. For the suppliers that are included in the supplier's list no evidence was provided that the suppliers provided the quotation or that they met the listing requirements as per the regulations.	Audit evidence was supplied for audit.	N/A	CFO
<b>26. SCM – Deviation not recognised</b>	It was noted that the below is recorded on the SCM report as quotation and the information provided for audit is confirming that the below is a deviation which is not recorded as a deviation on the SCM report and the deviation was not reported to the council meeting and included as a note to the annual financial statements.	<ul style="list-style-type: none"> <li>• Separate order book for deviations maintenance.</li> <li>• Amendment of Deviations Note in the 2016-2017 AFS</li> </ul>	Immediately	CFO
<b>27. SCM - No verification that the supplier's tax matters are in order</b>	It was noted that there is no evidence provided confirming that the winning supplier had submitted a valid tax clearance from SARS certifying the tax affairs of that person to be in order or that suitable arrangements have been made with SARS.	To update remedial action	N/A	CFO
<b>28. Service level agreements omit monthly performance reporting requirements and support procedures</b>	<p>As previously reported, it was noted that the following clauses as required by COBIT 5 have been omitted from the service level agreements (SLA's) held with Sebata, Payday, Mimecast and Jenny Internet CC:</p> <ul style="list-style-type: none"> <li>• Requirement for performance assessment reports to be sent to management on a periodic basis</li> <li>• Support and call logging procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Submit SLAs to legal department for review</li> <li>• Submit reviewed SLAs for signature by service providers</li> <li>• Procure email archiving on Office 365</li> </ul>	08-Mar-18	Director: Planning & Development Services

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Audit Outcome 16/17	AG's Comments	Remedial Action by ADM	Timeframe	Responsible
Qualified Audit opinion				
Matters of emphasis				
	If formal performance assessment reports are not periodically submitted to the municipality by service providers this may result in management not being aware of deviations from minimum agreed upon service levels. Staff may not be following the correct procedures when logging calls or requesting support which could result in a delayed response by the service provider.			
29. Vacancies within the IT Unit	As previously reported, the Information Security Officer (ISO) position has not been established at the municipality. The IT Unit is currently composed of only one staff member as the following posts depicted on the organogram are vacant: <ul style="list-style-type: none"> <li>• Chief Technology Officer (CTO)</li> <li>• Network Administrator</li> <li>• Database Administrator</li> </ul>	The remedial action must detail actions to ensure that the functions performed by the ITO are performed at the municipality. Especially for areas that are high risk.	30-Jun-18	Director: Planning & Development Services
	In the absence of adequate staff resources the IT Unit might not be in a position to provide efficient and effective support to the municipality. Furthermore, vacant posts could lead to personnel performing incompatible functions and a breakdown in segregation of duties. This could result in IT not adequately supporting business operations and in turn not meeting the needs of the municipality.			
30. IT Charter not implemented	As previously reported, it was noted that although the municipality had amended its IT Charter to now include all required information, this document was only approved on the 22 August 2017 and has not yet been implemented within the municipality.	<ul style="list-style-type: none"> <li>• Establish Action Plans for implementation of IT Charter</li> <li>• IT Charter objectives with implementation progress to be submitted to MANCO as a standing item</li> </ul>	13-Feb-18	Director: Planning & Development Services
	If the IT Charter is not implemented and distributed to all relevant staff this may result in the IT Unit not having sufficient guidance and direction on its role and responsibilities within the municipality.			
31. IT Strategic Plan not implemented	As previously reported, it was noted that although the municipality had amended its IT Strategic Plan to now include all required information, this document was only approved on the 22 August 2017 and has not yet been implemented within the municipality.	<ul style="list-style-type: none"> <li>• Establish Action Plans for implementation of IT Strategic Plan</li> <li>• IT Strategic Plan objectives with implementation progress to be submitted to MANCO as a standing item</li> </ul>	13-Feb-18	Director: Planning & Development Services
	If the IT Strategic Plan is not adequately implemented this may result in IT goals not contributing to the strategic objectives of the municipality and could cause IT operations not to meet the business needs of the municipality.			

Audit Outcome 16/17				
Qualified Audit opinion	AG's Comments	Remedial Action by ADM	Timeframe	Responsible
Matters of emphasis				
<b>32. IT Security Policy does not contain sufficient information relating to Windows Active Directory</b>	<p>As previously reported, the IT Security Policy does not include the following information for Windows Active Directory:</p> <ul style="list-style-type: none"> <li>• Reviewing system access</li> <li>• Logging and monitoring of privileged accounts</li> <li>• Default and vendor support account management</li> <li>• Administrator passwords</li> <li>• Encryption of authentication</li> </ul> <p>The lack of an adequately documented IT Security Policy could lead to uncertainty and inconsistencies in the application and implementation of IT security processes. This may result in weak and differing IT security controls being configured on application systems used by the municipality and employees not being aware of their IT security responsibilities.</p>	<ul style="list-style-type: none"> <li>• Review IT Security Policy</li> <li>• Submit reviewed IT Security Policy to council for approval</li> <li>• Circulate approved IT Security Policy</li> <li>• IT Security Policy objectives and implementation progress to be submitted to MANCO as a standing item</li> </ul>	13-Mar-18	Director: Planning & Development Services
<b>32. Vacancies within the IT Unit</b>	<p>As previously reported, the Information Security Officer (ISO) position has not been established at the municipality. The IT Unit is currently composed of only one staff member as the following posts depicted on the organogram are vacant:</p> <ul style="list-style-type: none"> <li>• Chief Technology Officer (CTO)</li> <li>• Network Administrator</li> <li>• Database Administrator</li> </ul> <p>In the absence of adequate staff resources the IT Unit might not be in a position to provide efficient and effective support to the municipality. Furthermore, vacant posts could lead to personnel performing incompatible functions and a breakdown in segregation of duties. This could result in IT not adequately supporting business operations and in turn not meeting the needs of the municipality.</p>	<ul style="list-style-type: none"> <li>• IT personnel to be part of the meeting when IT related issues are being discussed.</li> <li>• A reference document must be formulated iro IT matters, so that these are addressed properly.</li> </ul>	30-Jun-18	Director: Planning & Development Services
<b>33. Security patch installations not monitored for Windows Active Directory</b>	<p>As previously reported, it was noted that exception reporting and monitoring had not been performed for patch management updates on Windows Active Directory.</p> <p>In the absence of regular reviews of patch reports, management may not be able to identify outdated patches which could result in computers and servers becoming vulnerable to data corruption and security breaches.</p>	<p>Arrange and attend training for IT staff on Active Directory Infrastructure and monitoring</p>	24-Apr-18	Director: Planning & Development Services

Audit Outcome 16/17				
<u>Qualified Audit opinion</u>	AG's Comments	Remedial Action by ADM	Timeframe	Responsible
Matters of emphasis				
<b>34. IT Security Policy does not provide guidance on required password configurations and inadequate passwords settings configured for Windows Active Directory and Payday</b>	<p>As previously reported, the the IT Security Policy did not detail the required password parameters to be configured for the following controls:</p> <ul style="list-style-type: none"> <li>• Password history</li> <li>• Minimum password length</li> <li>• Maximum password age</li> <li>• Lockout threshold</li> <li>• Session timeouts</li> <li>• Password complexity</li> </ul> <p>Furthermore, the following instances where noted where passwords configured on the Windows Active Directory and Payday systems were not in line with leading practices</p>	<ul style="list-style-type: none"> <li>• Review IT Security Policy</li> <li>• Submit reviewed IT Security Policy to council for approval</li> <li>• Circulate approved IT Security Policy</li> <li>• IT Security Policy objectives and implementation progress to be submitted to MANCO as a standing item</li> </ul>	13-Mar-18	Director: Planning & Development Services
<b>35. Reviews of administrator activities not performed for Windows Active Directory, Sebata and Payday</b>	<p>As previously reported, activities performed by users with administrator privileges on the Windows Active Directory, Sebata and Payday application systems were not periodically reviewed and monitored.</p> <p>Users with administrator privileges have full control over the network and IT applications. If activities of administrators are not adequately reviewed and monitored this may result in unauthorised activities performed not being detected in a timely manner. In addition, user account maintenance activities could be performed by administrators without valid and approved requests. This may affect the integrity, confidentiality and availability of data stored on the network and IT applications.</p>	<ul style="list-style-type: none"> <li>• Appoint individuals (internally) to perform monitoring and reviewing of administrator activities</li> <li>• Provide training to appointed individuals on how to perform the required reviews on the different systems. It will be necessary to request guidance from system vendors</li> </ul>	27-Feb-18	Director: Planning & Development Services
<b>36. Inadequate firewall management practices</b>	<p>As previously reported, the following deficiencies were noted regarding the management of the firewall:</p> <ul style="list-style-type: none"> <li>• Firewall rules had not been clearly, sufficiently and accurately commented on</li> <li>• Logs were not regularly, proactively analysed and acted upon</li> <li>• The firewall configuration was not backed up and secured</li> <li>• The firewall status was not monitored regularly</li> <li>• Firewall recovery had not been included in the disaster recovery related documents</li> <li>• A firewall recovery test had not been performed to ensure that the firewall was adequately redundant and the mean time to recover acceptable to management</li> <li>• The firewall configuration was not regularly reviewed for inconsistencies and weaknesses</li> <li>• The firewall configuration standard had not been reviewed during the period under review</li> <li>• Rules of access had not been established</li> <li>• Real-time alerts were not sent to firewall administrators</li> <li>• Changes to the firewall security rules were not formally logged and approved</li> <li>• Firewall administrator changes were not recorded and monitored</li> <li>• Firewall log reports were not being reviewed and followed up on</li> </ul>	<ul style="list-style-type: none"> <li>• Implement free firewall software</li> <li>• The firewall policy will be updated and commentary will be added to the rules</li> <li>• The rules will be updated and synced to latest configurations</li> <li>• User accounts will be created to create accountability</li> <li>• Backups will be performed of the configurations</li> <li>• The delegated ISO will perform reviews of logs, configurations and activities</li> </ul>	30-Jun-18	Director: Planning & Development Services

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Audit Outcome 16/17	AG's Comments	Remedial Action by ADM	Timeframe	Responsible
Qualified Audit opinion				
Matters of emphasis				
	In the absence of a robust and adequately managed firewall, the municipality may not be able to detect and monitor potential security threats on a real time basis. Slow or inadequate responses by management to firewall alerts could compromise the availability of IT systems and cause significant disruptions to the business operations of the municipality.			
37. Periodic reviews of user access rights not performed for Windows Active Directory, Sebata and Payday	As previously reported, formalised user access reviews had not been conducted for the Windows Active Directory, Sebata and Payday systems.	<ul style="list-style-type: none"> <li>Request guidance from Sebata and PayDay vendors on reviewing user access rights</li> <li>Arrange and attend training for IT staff on Active Directory Infrastructure and monitoring</li> <li>Start producing quarterly reports on user access right reviews</li> </ul>	13-Mar-18	Director: Planning & Development
	Management may not be able to identify users who have been granted excessive access rights or access rights no longer required to perform the roles and responsibilities associated with their job functions. This could compromise the confidentiality, integrity and availability of data stored on systems used by the municipality.			
38. Logon violations and user activity audit trails not reviewed for Windows Active Directory, Sebata and Payday	As previously reported, no reviews had been performed to detect unusual user logon times and repeated failed logon attempts. Furthermore, user activity audit trails had not been reviewed to identify unauthorised transactions and suspicious data changes that had been performed on the systems utilised by the municipality.	<ul style="list-style-type: none"> <li>Request guidance from Sebata and PayDay vendors on reviewing user activity audit trails</li> <li>Arrange and attend training for IT staff on Active Directory Infrastructure and monitoring</li> <li>Start producing quarterly reports on user activity audit trails</li> </ul>	13-Mar-18	Director: Planning & Development
	User accounts being logged onto at unusual times may be an indicator that suspicious and unauthorised activities are being performed utilising a specific user account. Not reviewing user access and logon attempts could result in unauthorised access attempts going undetected for extended periods of time. The lack of review of user activity audit trails could result in unauthorised activities performed not being detected in a timely manner.			
39. Password reset forms not completed for Windows Active Directory and Payday	As previously reported, password reset forms had not been maintained for password resets actioned on Windows Active Directory and Payday during the period under review.	<ul style="list-style-type: none"> <li>Review IT Security Policy</li> <li>Submit reviewed IT Security Policy to council for approval</li> <li>Circulate approved IT Security Policy</li> <li>IT Security Policy objectives and implementation progress to be submitted to MANCO as a standing item</li> </ul>	13-Mar-18	Director: Planning & Development
	If the required documentation is not completed for passwords reset, management may not be able to confirm that all passwords that have been reset were initiated by valid and approved requests. This may result in individuals exploiting the password reset process to gain unauthorised access to systems used by the municipality.			



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Audit Outcome 16/17	AG's Comments	Remedial Action by ADM	Timeframe	Responsible
Qualified Audit opinion				
Matters of emphasis				
<b>40. User access request forms not maintained for Payday</b>	As previously reported, it was noted that although access requests are telephonically communicated to the service provider by the municipality, internal access request communications were not maintained for the following on Payday: <ul style="list-style-type: none"> <li>• New user access granted</li> <li>• Changes of user access implemented</li> <li>• Termination of user access actioned</li> </ul>	None	31-Dec-17	Director: Planning & Development
<b>41. Inadequate physical and environmental controls in the server room</b>	As previously reported, the following deficiencies were identified regarding physical and environmental controls surrounding the server room: <ul style="list-style-type: none"> <li>• Humidity controls had not been implemented</li> <li>• Guidelines for eating, drinking and smoking in proximity to the server room have not been established</li> <li>• A video camera was installed outside the server room however it has not been activated</li> <li>• Periodic reviews were not performed to establish the adequacy of users with access to the service room via the biometric access controls</li> </ul> <p>Inadequate physical and environmental controls increase the risk of the IT equipment being damaged or tampered with. This may compromise the availability of IT systems and cause significant disruptions to the business operations of the municipality.</p>	<ul style="list-style-type: none"> <li>• Procure server room signs</li> <li>• Check security cameras</li> <li>• Procure humidity sensors</li> <li>• Establish Action Plans for implementation of IT Strategic Plan</li> <li>• IT Strategic Plan objectives with implementation progress to be submitted to MANCO as a standing item</li> </ul>	13-Feb-18	Director: Planning & Development
<b>42. IT Service Continuity Policy still in draft</b>	As previously reported, it was noted that although the municipality had amended its IT Service Continuity Policy to include details on the current backup procedures performed, the updated document was still in draft and had not yet been approved.	<ul style="list-style-type: none"> <li>• Submit IT Service Continuity Policy to EXCO for discussion and referral to Council</li> <li>• Submit IT Service Continuity Policy to Council for approval</li> </ul>	13-Feb-18	Director: Planning & Development
<b>43. Disaster recovery documents do not include sufficient detail</b>	As previously reported, it was noted that the Continuity Strategy document and Disaster Recovery (DR) Instruction document omitted details on maintenance and testing, including the frequency of DR tests.	<ul style="list-style-type: none"> <li>• Obtain guidance on requirements of disaster recovery documents</li> <li>• Review Disaster Recovery Documents</li> </ul>	28-Mar-18	Director: Planning & Development



Audit Outcome 16/17	AG's Comments	Remedial Action by ADM	Timeframe	Responsible
Qualified Audit opinion				
Matters of emphasis				
44. Deficiencies in the change management processes for Sebata and payday	<p>As previously reported, it was noted that although service level agreements (SLA's) held with service providers state that they will manage and perform all system changes, the following change management responsibilities that cannot be outsourced were not being performed by the municipality:</p> <ul style="list-style-type: none"> <li>• Test environments had not been implemented at the municipality to determine if the change objectives were met and changes can be rolled out.</li> <li>• SLA's held did not specify that changes will be tested by the service provider prior to implementation.</li> <li>• Service provider activities in the live environments had not been reviewed.</li> <li>• <b>Change forms were not maintained.</b></li> <li>• Lists of changes that had taken place on the Sebata and Payday systems for the financial period could not be obtained.</li> <li>• <b>Internal change management processes to be followed for changes was not documented in sufficient detail.</b></li> </ul> <p>In the absence of an adequate change management controls required system changes could be implemented in an inconsistent manner. An inadequate change control process may also lead to untested and unauthorised changes being promoted to the live environment by the service providers. This may affect the stability of the applications and accuracy of calculations performed and could compromise the confidentiality, integrity and availability of business data.</p>	<ul style="list-style-type: none"> <li>• Design change request forms</li> <li>• Circulate change request forms to vendors and require completion before granting access to live systems</li> </ul>	28-Mar-18	Director: Planning & Development
45. Amajuba District Municipality has not complied with the requirements of MSCOA.	The Amajuba District Municipality has not complied with the National Treasury MSCOA requirements. As at 1 July 2017, the municipality was not able to successfully implement and report using the new required chart of accounts. Currently there are two financial systems, Sebata Financial Management System (FMS) and Sebata Enterprise Management System (EMS) running parallel at the municipality with the Sebata FMS which is not MSCOA compliant being used for financial reporting.	To get a legal opinion from a firm of law.	08-Dec-17	Municipal Manager
		Development and implementation of a Plan of Action.	10-Nov-17	Municipal Manager

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Audit Outcome 16/17	AG's Comments	Remedial Action by ADM	Timeframe	Responsible
Qualified Audit opinion				
Matters of emphasis				
	<p>Furthermore, the following deficiencies were noted regarding the project management of MSCOA at the municipality:</p> <ul style="list-style-type: none"> <li>• There was no evidence to verify that the project steering committee had been meeting regularly. The available committee minutes indicated that the last meeting was held on the 1 July 2016.</li> <li>• No evidence could be provided to substantiate how the MSCOA budget had been tracked and monitored</li> <li>• Process or criteria had not been formally established to ensure that the necessary sign-offs and approvals takes place at each project stage or milestone</li> <li>• The municipalities internal audit team was not involved in the MSCOA project</li> </ul>			
<b>46. AOPO- Reported Performance Information is not accurate</b>	It was noted that the project information on the Annual Performance Report (APR) is not aligned with the information on the general ledger (GL).	Project names on General Ledger needs to be revised and correctly aligned with the APR.	Immediately	Manager PMS

## 8.4 Response to MEC CoGTA on IDP 2017/18

In line with Chapter 5 Section 32 of the MSA 32 of 2000, upon the adoption of the IDP by the municipal Council, the Municipal Manager of the ADM must submit its IDP to the MEC CoGTA for assessment. The response to comments received from the MEC is a legislative requirement as per section 32(3). In the case of the ADM, Council has complied with Section 32(3)(a) by agreeing with the proposals of the MEC and initiating the review process for the IDP 2017/18 to craft the 2018/19 IDP.

Below are responses to the issues raised by the MEC and are categorised as the KPA structure in the MEC letter:

- **Municipal Transformation and Institutional Development**
  - The municipality is implementing its EPP, the concern raised by the MEC is being attended to as part of the review process
  - The municipality is in the process of filling the vacant positions for Section 57 managers and other critical position
  - The municipality is also implementing its organisation turnaround strategy
- **Local Economic Development**
  - The municipality is fully aware of the out-dated LED strategy which is due for a review. The municipality has considered the option of reviewing the LED strategy in-house but that proved to be a challenge due to capacity and the know-how as well as access to required statistical data which is quite crucial in reviewing the LED strategy.
  - A request to make the budget available for the review of the LED strategy will be submitted to the Council as part of the Budget 2018/19.
  - The district municipality has the District Investment Facilitation and Promotion Strategy which covers investment retention. This will be included as part of the LED strategy when it reviewed.
  - The municipality is using the Provincial Informal Economy Policy which was developed by EDTEA. It will also be included when the LED review is done.
  - The LED section has not received any budget allocations for the past 5 financial years due to the financial constraints faced by the municipality as such the LED Unit cannot include programmes as part of the IDP knowing that there are no resources available.
- **Basic Service Delivery**
  - The municipality doesn't have the resources to develop an ITP
  - Technical Services is currently working closely with GIS to develop service backlog maps and further provide quality maps, this should be concluded by May 2018

- Financial Viability and Management
  - Matters raised are being attended to as part of the Budget review process and will be finalized by May 2018.
- Good Governance and Community Participation
  - Information on IGR structures and other committees of Council have been reflected
  - The municipality doesn't have a Risk Management Committee and an Enterprise Committees
  - The turnaround strategy the municipality is currently embarking on will foresee in ensuring that governance polices such as the Batho Pele Policy are in place during the 2018/19 financial year.
  - A final report on the functionality of IGR structures will be available with Final IDP 2018/19
- Cross-Cutting
  - SDF related matters are being attended to as part of the review process with assistance from CoGTA – Spatial Planning
  - The municipality acknowledges comments on issues around Environmental Management and wish to reiterate that the unit is understaffed and cannot fulfil all it statutory activities.
  - Disaster Management has revised the sector plan as contained in the Draft IDP
- Other Key Observations to take into consideration
  - The municipality is continuously working in ensuring its alignment to government priorities.

## 8.5 Good Governance SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Efficiency of Council (functionality)</li> <li>• Effective implementation of Service Delivery Projects (Water and Sanitation)</li> <li>• Council works as a team</li> <li>• Existing infrastructure</li> <li>• Knowledge of the current administration</li> <li>• Compliant policies and procedures</li> <li>• Effective disaster management relief</li> <li>• Sufficient human capacity</li> <li>• Political stability</li> <li>• Requisite capacity and experienced staff</li> </ul>	<ul style="list-style-type: none"> <li>• Incomplete capital projects</li> <li>• Repetitive allocation of entrepreneurial opportunity</li> <li>• Ineffective reporting (PMS)</li> <li>• Lack of reliability financial reporting</li> <li>• Ineffective application of by-laws</li> <li>• Poverty and unemployment</li> <li>• Ageing infrastructure</li> <li>• Low budget for maintenance</li> <li>• Non-alignment of strategic documents</li> <li>• Low staff morale</li> <li>• Poor planning</li> </ul>

	<ul style="list-style-type: none"> <li>• Poor LED</li> <li>• Silo planning (planning)</li> <li>• No budget for communication</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Potential of skilled unemployed</li> <li>• Relations with Amakhosi</li> <li>• LED and job creation</li> <li>• Strategic positioning (Durban &amp; JHB)</li> <li>• Youth Council</li> <li>• Local airport</li> </ul>	<ul style="list-style-type: none"> <li>• Drought</li> <li>• Climate change</li> <li>• Ageing infrastructure</li> <li>• Worsening economy</li> <li>• Huge cost of water</li> <li>• Overpopulation and high demand for service delivery and health issues</li> </ul>

## 9 Spatial Development and Environmental Management

### 9.1 Spatial Analysis

The boundaries of Amajuba District Municipality were delineated in terms of the Municipal Demarcation Act no 27 of 1998. The spatial economy of KwaZulu-Natal Province is characterized by extreme levels of uneven development and spatially defined dualisms between the three-urban commercial industrial manufacturing centres of Durban, Pietermaritzburg, Richards Bay on the one hand, and the poverty stricken and underdeveloped rural hinterland of the former KwaZulu Bantustans (now tribal areas) on the other. As such, the provincial spatial structure is highly inefficient.

In response to this, the provincial government introduced the Provincial Spatial Economic Development Perspective (PSEDP) and the newly adopted KwaZulu-Natal Provincial Growth and Development Strategy to guide spatial transformation, growth and development in the short to medium term.

#### 9.1.1 REGIONAL CONTEXT



Amajuba is administratively located within KwaZulu-Natal, however it is geographically positioned within space economy of four provinces which are Free-State, Mpumalanga, KwaZulu-Natal and Gauteng. This is due to its proximity in relation to the economic trading hubs of these provinces. The distance from the Amajuba to the major economic hubs within these provinces indicates that it is 144km away from Harrismith (Free-State), 152km from Ermelo (Mpumalanga), 259km from

Pietermaritzburg (KwaZulu-Natal), 291km from Johannesburg (Gauteng) and 339km from Durban (KwaZulu-Natal). The ADM comprising of 3 local municipalities, being:

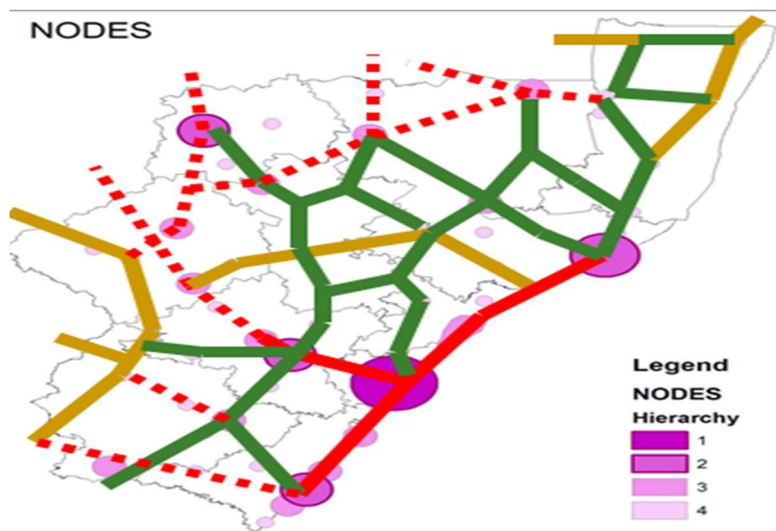
- ✓ Newcastle Local Municipality (KZN252)
- ✓ Emadlangeni Local Municipality (KZN523)
- ✓ Dannhauser Local Municipality (KZN254)

The position and role of the Amajuba in the regional space economy is tightly interlinked with these four provinces since the area have strong functional linkages. The challenge is to ensure that the area benefit from trading and undertaking commerce activities with these economic hubs as opposed to being a peri-pheral to the economy of these regions.

The main transportation routes linking the District to its surroundings includes the N11 which is the alternative route to Johannesburg from Durban, and the rail line which is the main line from the Durban harbour to Gauteng. The R34 also bisects the District in an east-west direction and provides a linkage from the port city of Richard Bay to the interior. The P483 provincial road forms the major access road from Newcastle to Madadeni, Osizweni and Utrecht all located to the east of Newcastle.

#### 9.1.2 EXISTING NODES AND CORRIDORS

Newcastle is classified as a Secondary Node which is an urban centre with good existing economic development and growth potential, and which services the regional economy. N11 corridor is identified as an existing corridor. PSEDs also identify a secondary corridor (SC12) which runs between three centres, namely Greytown-Msinga-Madadeni as per.



This corridor has potentials for production of labour intensive, mass produced goods which are more dependent on labour costs, and affordable transport linkages (i.e. agriculture and mining), retail and private sector services which are large employers of skilled and semi-skilled workers in advanced economies, tourism which is dependent on tourism attractions and public service and administration.

During the review of the PSEDs, the following criteria were used to confirm nodes:

- **Economies of scale factors** – e.g. population density / contribution to GDP / diverse services to international, national and provincial clients
- **Strategic factors** – Medium population density with high growth / high economic growth (high potential for future economic growth), diverse services to provincial and regional economies.
- **Local influence factors** – e.g. Centres have significance as district and municipal centres providing services to the district and local municipality
- **Poverty alleviation factors** – e.g. large populations with high levels of poverty, low employment levels and spatial isolation.

#### 9.1.3 SPATIAL LAND FORMS

The district is predominantly rural and dominated by extensive commercial farmlands. Newcastle is the main urban centre and economic hub. Towns such as Dannhauser and Utrecht serve as secondary service centres with limited thresholds. The N11 which runs in a north-south direction linking the KwaZulu-Natal with Mpumalanga province serves as the primary corridor and main access route to

the district while P37, P483 and P211 are identified as secondary corridors. In addition, they identify the following key areas for intervention:

- Improved access and service delivery to urban and rural areas;
- Facilitating efficient agricultural development;
- Developing the tourism potential and managing the environmental resources; and
- Developing a hierarchy of service nodes.

#### 9.1.4 LAND TENURE UPGRADING AD TRADITIONAL AUTHORITIES

- ✓ The need for land tenure upgrading has been identified within Newcastle Municipality. This is said to affect four types of communities such as people who hold Deeds of Grant to land, people who require their title deeds to be adjusted, tenants in the JBC area and Farm dwellers. This affects the following areas:
- ✓ Madadeni and Osizweni Townships – The title upgrading process undertaken as part of the Extended Discount Benefit Scheme and involving areas where people held their properties through Deeds of Grants (e.g. Madadeni and Osizweni Townships) has virtually been completed.
- ✓ JBC and Charlestown – Similarly, substantial progress has been made with the title adjustment process involving land owners in the JBC and Charlestown areas. The completion of this exercise is critical to unlocking privately owned land in these areas for the development of sustainable human settlements. In fact, a comprehensive scheme which involved the provincial Department of Human Settlements and the national Department of Rural Development and Land Reform should be initiated as part of the urban Renewal Programme to deal with the land issues in the JBC and Charlestown areas. This includes people who occupy the area as tenants whose land tenure remains insecure.
- ✓ Ubuhlebomzinyathi – Communities occupying the area that falls under the jurisdiction of Ubuhlebomzinyathi Community Authority should also be considered for land tenure upgrading. These include Khathide, Dicks, Mndozi, etc. At present, these communities enjoy beneficial occupation rights protected in terms of the Interim protection of Informal Land Rights (IPILRA). These areas require careful management as they are fast deteriorating into urban slums. Densities are increasing and accounts for some of the huge urban service backlogs in the NLM.
- ✓ AmaHlubi Settlement – The land occupied by AmaHlubi Community in the vicinity of Drycut Cemetery should be investigated as it may fall outside the proclaimed area of Ubuhlebomzinyathi Community Authority. The land has been subject of a court case between Ingonyama Trust and AmaHlubi Traditional Council. Other areas that require attention in terms of tenure security are the settlements located to the north of Osizweni Township and JBC area.

#### 9.1.5 CROSS-BOUNDARY ALIGNMENT



In terms of section 24 (1) of the Municipal Systems Act No 32 of 2000, planning undertaken by a municipality must be aligned with, and compliment, the development plans and strategies of other affected municipalities and other organs of state to give effect to the principles of co-operative government contained in section 41 of the Constitution. The spatial planning system that the Spatial Planning and Land Use Management Act (SPLUMA), Act 16 of 2013 has introduced strives to establish national coherence, stability and predictability. Nesting jurisdiction and the inherently multi-scalar nature of spatial planning necessitates alignment of the different scales of SDFs. It is thus clear that effective and credible spatial planning depends heavily on cooperative governance.

One of the critical objectives of the Relations is to achieve Integrated Spatial Planning that would result in seamless service delivery across the Provincial boundary. This is in line with vision 2035 (as well as vision 2050) of the NDP (National Development Plan) that seeks to realise, among other things, Sustainable Human Settlements through Integrated Spatial Planning.

The relations between the two provinces involve three district municipalities and six local municipalities within the participating districts. The technical alignment of development taking place with Mpumalanga are further discussed on the Spatial Development Framework (Annexure A). The municipalities are namely:

- Amajuba District municipality;
- Newcastle Local Municipality
- Emadlangeni Local municipality;
- Zululand District Municipality;
- Uphongolo Local municipality;
- Edumbe Local Municipality;
- Gert Sibande District Municipality;
- Dr Pixley ka Isaka Seme Local Municipality and
- Mkhondo Local Municipality.

#### 9.1.6 LAND REFORM, RESTITUTION AND REDISTRIBUTION

- ✓ Despite years of relatively good Integrated Development Planning processes in Amajuba District Municipality, issues of land tenure reform have in the final analysis remained marginal and isolated due to a lack of high-level integration and alignment between land tenure reform and spatial planning within the municipality. Lack of sustained co-ordination between the Department Land Affairs, Commission for Restitution of Lands Rights and municipalities in the District has manifested itself in delays in the delivery of basic services to communities that were assisted to reclaim their land and to gain access to land such as Ndlamlenze, Amantungwa and Thekwane etc.
- ✓ A total of 210 756ha of land was subjected to the land restitution claims. Only 40 141ha has been settled while 170 615 has been gazetted. The gazetted restitution claims amounts to 832. A total of 45960ha of land was subjected to land redistribution. Only 14 320ha has been settled while 31 640ha is still subject to investigations. The settled redistribution amounts to 131 claims.

#### 9.1.7 LAND USE PATTERNS

##### Formal Land Use Management

- ✓ Both Newcastle and Dannhauser Municipalities have initiated processes towards the development of the wall-to-wall schemes. Newcastle undertook this as part of a comprehensive review of the existing Newcastle Town Planning Scheme, and a process towards the introduction of land use controls in areas hitherto not covered by the scheme. However, this document has not been implemented as due process is being followed to amend the Newcastle Town Planning Scheme as provided for in the KwaZulu-Natal Planning and Development Act, 2008 (Act No. 6 of 2008).
- ✓ The Newcastle municipality has taken an incremental approach toward the implementation of the town-planning scheme in all areas, except the agricultural land. At present, Newcastle town is the only area that is covered by a Town Planning Scheme within the municipality. Dannhauser Municipality has encountered delays in the implementation of this policy document due to the introduction of the Planning and Development Act (PDA).
- ✓
- ✓ LUMS will be implemented in an incremental manner with the first phase focusing mainly on a comprehensive review of the Dannhauser Town Planning Scheme to bring it in line with the PDA. Subsequent phases will entail the extension of the scheme to other urban nodes such as Durnacol, Emafusini and Hattingspruit towns. Introduction of land use controls in the rural settlements and commercial farmlands will constitute the last phase of this process. Dannhauser Town is the only area within the municipality that is subject to a town-planning scheme. The scheme was developed in terms of the erstwhile Natal Ordinance and is based a restrictive zoning system. As such, the area is characterised by a clear separation of generally compatible land uses.
- ✓
- ✓ The CBD is the only area where there is limited mixed use. The Dannhauser Urban scheme is being reviewed. The new scheme will cover the Dannhauser, Hattingspruit and Durnacol. This represents the first phase of a process towards the introduction of a wall-to-wall scheme. Emadlangeni Municipality has an old town planning scheme focussing on the town of Utrecht. The municipality has not initiated a process towards a wall-to-wall scheme; however, the district is assisting the municipality to review this old scheme as part of the Nodal Development Study as well as per requirements of the KwaZulu-Natal Planning and Development Act.

##### Customary Land Use Practices and Allocation

- ✓ Land use management within Ingonyama Trust land is embedded within the land administration and land tenure systems through which a bundle of rights is allocated to each household. The two main tenure instruments that the Ingonyama Trust Board makes use of are leases and PTOs. Accessing Ingonyama Trust Land is guided by two important policies. The first relates to the distinction between PTOs and leases.
- ✓
- ✓ The Board has a rental policy that is market based for commercial land uses. Leases are therefore determined at a market level, while PTOs are fixed at a more nominal amount. The second is that the Ingonyama Trust Board, in general, does not sell land or dispose of it where this is not deemed to be necessary. In the case of a commercial development, the Ingonyama Trust Board would prefer to enter into a lease at commercial rates than dispose of the land or issue a PTO.

- ✓
- ✓ Also important are the 'informal land rights' held by members of the community residing within the Ingonyama Trust, these rights and interests in land are protected in terms of the Interim Protection of Informal Land Rights Act of 1996 (Act 31) (IPILRA). The Act provides for the recognition of a beneficial occupier; which is a person in occupation of land as if she or he is the owner, without force, openly and without the permission of the registered owner.
- ✓
- ✓ The informal land right includes the use of, occupation of or access to land in terms of any tribal, customary or administrative practice and the right or interest in land of a beneficiary under a trust arrangement. The Act does not create any real rights, but merely recognizes existing interests in land. The Act protects existing interests by preventing unlawful deprivation of land rights and by giving the beneficial occupier the right to be compensated in the event of being deprived of his land rights in the property

#### 9.1.8 LAND OWNERSHIP PATTERNS

Amajuba is characterised with a very diverse land ownership composition. Most of the land is however privately owned. The broad pattern of this can be divided as follows:

- Privately owned land

The majority of the land is in private ownership. This mostly includes the commercial farms as well as a range of properties within the urban areas.

- State-land

There are numerous parcels of state land located throughout the district. These include land that is under the ownership of the department of Regional and Land Affairs. This state land includes parcels of land upon which various facilities have been constructed, for example, government and municipal offices, police stations, schools and utilities such as the sewerage works plant.

- Ingonyama Trust Land Trust owned land;

There are two tribal councils within Amajuba which are Ubuhle-Bomzinyathi and Nyanyadu Tribal Council Areas. The day to day management of this land is the responsibility of the traditional council under the leadership of the tribal chiefs concerned, but the administration and long-term leasing of these land parcels is the responsibility of the Ingonyama Trust Board.

- Land owned by Companies or Close Corporation;
- Land owned by Entities;

Ownership classification	Area (Ha)	% of total
Association	8609	1%
Board	123	0%
Church	308	0%
Commercial	110 882	16%
Conservation	645	0%
Education	11 237	2%
Municipal	9 448	1%

Private	349 363	51%
State Land	16 610	2%
Traditional Authority	28 953	4%
Transnet	427	0%
Trust	121 832	18%
Unknown	33 232	5%
<b>Total</b>	<b>691 674</b>	<b>100%</b>

Source: ADM SDF 2017/18

#### 9.1.9 PROPOSED INFRASTRUCTURAL DEVELOPMENT

- Small town rehabilitation programme: Dannhauser and Utrecht

Utrecht and Dannhauser are on the provincial programme of Small Town Rehabilitation which is championed by the Department of Co-operative Government and Traditional Affairs. The focus should be on urban regeneration as opposed to renewal.

- Proposed commuter airport: Newcastle

Given the role of Newcastle as a manufacturing and a notable business centre within Amajuba and beyond, it is considered important to upgrade the existing landing strip into an Airport. Having the airports can also help in retaining existing companies in the area whether they had previously been inward investors or indigenous operations this can also promote the export success of companies located in the area by the provision of passenger and freight links to key markets.

- Proposed land-strips: Dannhauser and Utrecht

The standard landing strips are proposed for the towns of Dannhauser and Utrecht. These play a role in Medical emergencies and in cases of disasters (i.e. veld fires). There is a need to further explore the potential of utilizing the proposed landing strip for agricultural purposes i.e. spraying (pesticides and insects) and could in turn have potential to generate revenue for the Local Municipality. A need exists to revive these facilities for serving medical and agricultural purposes.

- Proposed commodity railway: Mining and agricultural export

A need exists to explore possibility of commodity rail from Amajuba to Richards Bay Port. This is considered important for the distribution of mining raw materials from the mines to the airport for international markets.

- Tertiary Educational Facilities: Emadlangeni Agricultural College

The tertiary facility at present within the ADM is the Amajuba FET College which is located within Newcastle. There is a need to further enhance and develop skills to try alleviating poverty in the district and therefore it is recommended that tertiary facility such as a college of Agriculture within Emadlangeni be created to promote and create skilled jobs in the agricultural sector (more especially in Emadlangeni and Dannhauser).

## 9.2 Environmental Analysis

In 2002, Amajuba developed a Strategic Environmental Management Plan and an Environmental Management Plan in 2010. This was done in fulfilment of the requirements of The National Environmental Management Act of 1998. It was prepared to promote sound environmental management and promote sustainable land use practices within the district. With the assistance of DEA, the ADM is currently in the process of reviewing the EMP in line with legislative requirements. The review of the EMP will be done by a service provider, the anticipated completion of the project is December 2018.

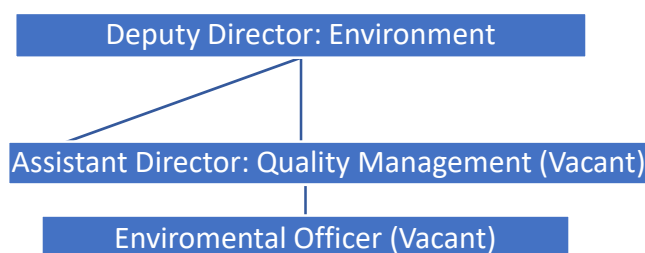
The EMP will provide an updated comprehensive picture of the status of the environment, and outline a strategic direction for environmentally sustainable development and effective management of the natural resources. The EMP will adopt a long-term vision, and identify short to medium term actions that need to be addressed as part of an integrated development planning (IDP) process.

- Soil erosion in the North Western and Middle Eastern regions of the district;
- Intrinsic biodiversity value of areas in high lying and mountainous terrain;
- Unprotected environmentally sensitive areas; and
- Mining and industrial pollution of rivers.

### 9.2.1 INSTITUTIONAL ARRANGEMENTS

Environmental Services unit receives and provide comments EIA's, EMP's, EMP development applications. The unit also facilitate and co-ordinate other environmental related activities such as clean-up- campaigns, commemorates environmental calendar days e. g World Environmental Day, Wetlands Day, Ozone layer Day & Arbour Week Celebration.

Currently there are two incumbents in the Environmental section one being seconded from National Department of Environmental Affairs. The current structure Below is the organogram for the Environmental section which falls within the Department of Planning and Economic Development:



### 9.2.2 ENVIRONMENTAL PROGRAMMES – EPWP

The municipality has implemented a Waste Management and Education Project within the jurisdiction of Dannhauser Local Municipal area. The project was funded by the EPWP Municipal Incentive Grant from Public Works under the Environment and Culture Sector for R250 000. The objectives of the project were to

- Enhance cleanness on affected areas (illegal hotspots)
- Promote environmental education and awareness to the communities.
- Create jobs and alleviate poverty

The project had 21 beneficiaries from 6 wards (Ward 5, 6, 7, 11, 12, and 13). The project has been instrumental in the awareness of waste management in unserved areas. It anticipated that a similar project will be rolled out to benefit Emadlangeni LM should the ADM receive additional funding through this incentive grant.

### 9.2.3 BIODIVERSITY AND CONSERVATION MANAGEMENT

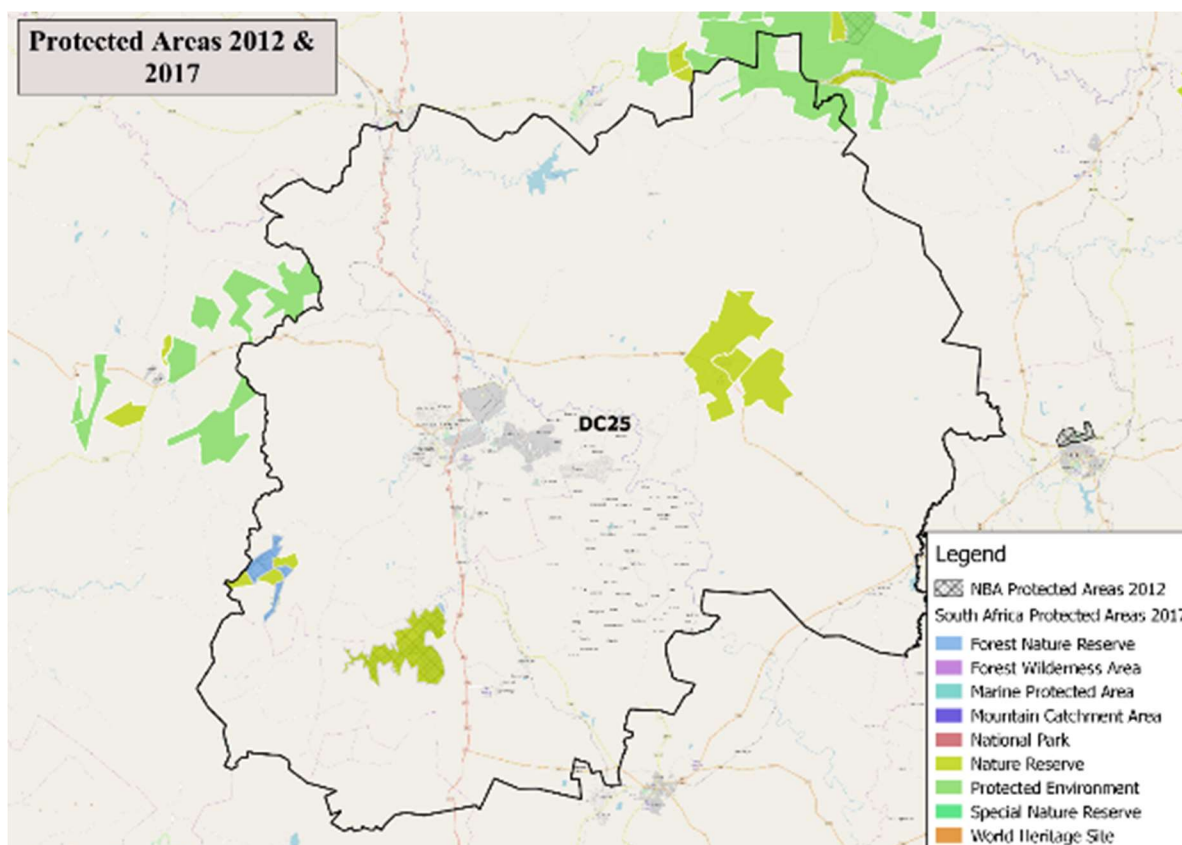
The Amajuba District Municipal Area is covered by the Grassland Biome. The Grassland Biome is characterised by a single layer of grass with varying degrees of land-cover depending on rainfall and grazing practices. The Grassland Biome is essential for agriculture in South Africa and has the second highest level of biodiversity after the Fynbos Biome (Mucina and Rutherford 2006).

Within the Biomes found in the Amajuba District Municipal Area, there are several threatened ecosystems types. Endangered ecosystem types in the Amajuba District Municipal Area include: 'Bivane Montane Grasslands', 'Fort Metcliff Grasslands' and southern edged of the 'Wakkerstroom/Luneberg Grasslands' (South African National Biodiversity Institute 2011). Several vulnerable ecosystems types also occur in the Amajuba District Municipal Area (South African National Biodiversity Institute 2011).

Almost 80% of the grassland areas that a) provide vital ecosystem services, b) are important from a biodiversity perspective, c) have tourism potential, d) are important from a livestock farming perspective and e) provide a range of other essential ecosystem services are privately or communally owned. An innovative mechanism is thus needed to ensure that such areas are secured and formally protected.

Biodiversity in the Amajuba District Municipal Area has been positively influenced by the conservation areas. It has been negatively influenced by inter alia: land degradation including soil erosion (mainly due to overgrazing and poor land management practises), wetland degradation, unsustainable harvesting of natural resources, unregulated veld burning, unsuitable agriculture and forestry developments, the spread of invasive alien species, increased pollution, poor waste management, population growth, spatial development (such as the expansion of agricultural and urban areas), and an extended drought that has affected most of KwaZulu-Natal since 2015. The land and wetland degradation have also raised the flood risk to low-lying areas in the Amajuba District Municipality.

The KZN Biodiversity Stewardship programme focuses on developing partnerships with private and communal landowners and land users with the aim of adequately protecting important biodiversity. Conservation Stewardship has been defined as *"the wise use, management and protection of the natural resources that have been entrusted into your care,"* and involves the development of incentives for landowners to conserve important habitats on their lands, vegetative areas that are protected and need to be sustained are on the map below.



Source: SANBI 2011 and DEA 2017

Please see attached Annexure 0 – Environmental Management Profile for additional information.

#### 9.2.4 CLIMATE CHANGE

Amajuba District Municipality recognises climate change as a threat to the environment, its residents, and to future development. Therefore, measures should be implemented to reduce or eliminate carbon emissions or enhance greenhouse gas sinks (mitigation) (Böckmann, M 2015). However, due to lag times in the climate and biophysical systems, the positive impacts of past and current mitigation will only be noticeable in the next 25 years (Jiri, O 2016). In the meanwhile, adaptation is regarded as inevitable and a necessary response to the changes that are projected to take place in the District. Amajuba District Municipality has therefore prioritised the development of a Climate Change Vulnerability Assessment and Climate Change Response Plan.

The Climate Change Vulnerability Assessment and Response Plan was developed through the Local Government Climate Change Support (LGCCS) program (<http://www.letsrespondtoolkit.org/>), this program is led by the Department of Environmental Affairs. A vulnerability Assessment has been conducted is available as part of the attached Draft Climate Change Response Plan 2018. The main disaster risks that are likely to affect human health in the Amajuba District Municipal Area are veld fires, structural fires, drought, lightning, strong winds, hailstorms, heavy rain and floods. It is predicted that these disasters will be exacerbated by climate change.

The predicted impacts of climate change on human health and health services are mostly negative. Hence, there is a need for climate change adaptation (and mitigation) to limit the negative impacts and encourage any positive effects of climate change on human health in the Amajuba District Municipal Area.



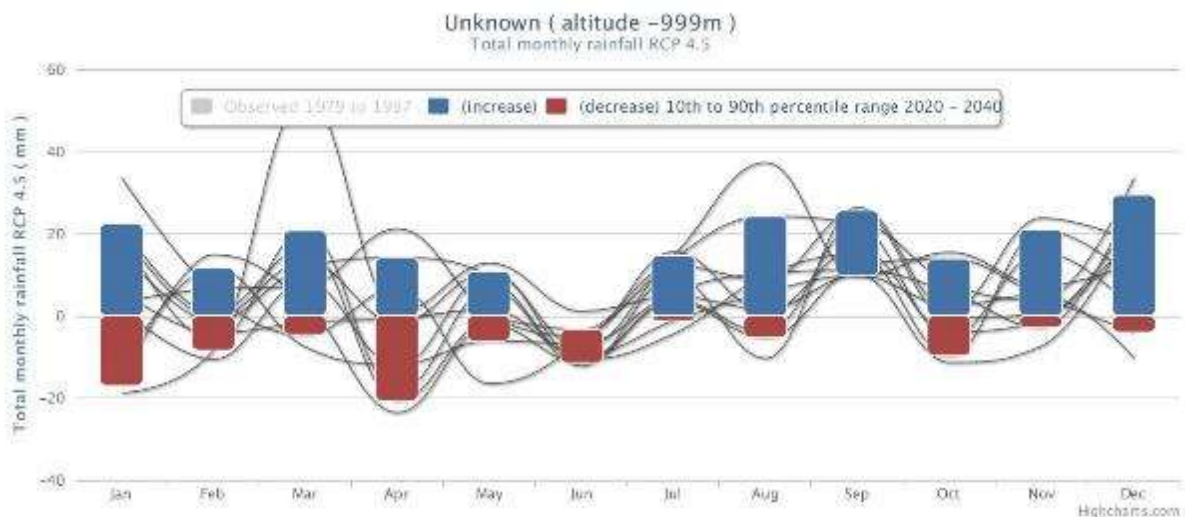
Water resources in any catchment are largely depended on rainfall. The Historical Climate Monthly Averages include long-term historical monthly average rainfall totals and monthly averaged minimum and maximum temperatures for a particular spot. Due to the unavailability of weather data stations, the Historical Climate Monthly Averages for the Amajuba District Municipal Area have been calculated using the nearest weather data station to the Municipality, which is the measuring station at Newcastle.

The graph below shows that average temperatures peak in the same months as highest rainfall, indicating that the Amajuba District Municipal Area is in a summer rainfall area. Resultantly, there is less rainfall during winter seasons with the lowest average monthly rainfall historically occurring in July, which averages less than 5 mm.



Source: Climate System Analysis Group

The bar charts below show the potential change in rainfall, with the blue bars indicating a potential increase in average rainfall and the red bars indicate a potential decrease in average rainfall. The grey lines represent the various models used for this projection. It is therefore projected across most of the models that Amajuba District Municipality could experience an increase in rainfall in the months of January, February, March, May, July, August September, October, November and December, and a decrease in rainfall during April and June.





Source: Climate System Analysis Group

#### 9.2.5 CLIMATE CHANGE STRATEGIES

Climate change has a direct impact on all pillars of development. The ADM will focus on these strategic interventions to mitigate the impacts of climate change:

- Review and adopt Environmental Management Plan;
- Finalize the Air Quality Management Plan;
- Encourage water conservation and management;
- Enforce environmental legislation to conserve and protect sensitive ecological areas;
- Ensure that the District Disaster Management Centre is fully functional;
- Conduct awareness campaigns for the community regarding recycling, planting of trees, water conservation and mitigation of disasters (i.e veld fires);
- Working with the Local Municipalities to ensure that land use management systems are in place to prevent development that contravene environmental sustainability.

#### 9.2.6 AIR QUALITY MANAGEMENT

The Section 15(2) of National Environmental Management: Air Quality Act, (Act No. 39 of 2004) requires each municipality to include an Air Quality Management Plan (AQMP) in its integrated development plan (IDP) required in terms of Chapter 5 of the Municipal Systems Act. The Act designated district and metropolitan municipalities as Atmospheric Emission Licensing authorities. In addition, they are responsible for air quality function including air quality monitoring.

The Act makes provision for the setting and formulation of National ambient air quality standards, while it is generally accepted that more stringent standards can be established at the Provincial and Local levels. Emissions are controlled through the listing of activities that are sources of emission and the issuing of emission licences for these listed activities.

Local Municipalities do not have enough capacity in terms of personnel, budget or equipment to undertake their air quality functions in terms of the Air Quality Act. Therefore, few air quality management or control functions are undertaken by the Local Municipalities. Air quality support is provided to the Local Municipalities from Province and District. Basic air quality management at Local Municipalities forms part of the functions of the Department Planning and Development. The District municipality in association with the local municipalities continuously attend to all air quality complaints.

The Amajuba District Municipality is rated as a "potentially poor" air quality area in Table 18 of the National Framework - NEMA 2004: (Act No. 39 of 2004). This means the air quality may be poor at times or deteriorating and the municipality is required to undertake a detailed AQMP. The ADM initiated a process for the crafting of the AQMP which could not be finalized due to capacity constraints (fiscal and human resource). The ADM is in possession of a Draft AQMP which was compiled by the ADM and a Service Provider.

There are four continuous air quality monitoring systems in the area, three of which are owned and operated by industries and one by government. These systems comprise are privately, National and Provincial Departments. Private institutions being Arcelor Mittal, Lanxess and NPC-Cimpor. Government department include KwaZulu-Natal Department of Agriculture, Environment and Rural Development. The National Department of Environment Affairs (DEA) conducts passive sampling in

the following areas: Madadeni SAPS Station, Semi Industrial Area and Industrial Area. Contributors to Air pollution in the Amajuba District Municipality are from the following activities Metallurgical Industry:

EMADLANGENI LM	NEWCASTLE LM	DANNHAUSER LM
<ul style="list-style-type: none"> <li>Biomass burning</li> </ul>	<ul style="list-style-type: none"> <li>Iron, Steel, Ferroalloy industries and foundries</li> <li>Inorganic Chemicals Industry</li> </ul>	<ul style="list-style-type: none"> <li>Mineral Processing, storage and handling</li> </ul>
<ul style="list-style-type: none"> <li>Mineral</li> </ul>	<ul style="list-style-type: none"> <li>Organic Chemicals Industry</li> </ul>	<ul style="list-style-type: none"> <li>Metallurgical Industry</li> </ul>
<ul style="list-style-type: none"> <li>Processing</li> </ul>	<ul style="list-style-type: none"> <li>Carbonization and coal</li> </ul>	<ul style="list-style-type: none"> <li>Domestic fuel burning</li> </ul>
<ul style="list-style-type: none"> <li>storage and handling</li> </ul>	<ul style="list-style-type: none"> <li>Gasification</li> </ul>	<ul style="list-style-type: none"> <li>Inorganic Chemicals Industry</li> </ul>
<ul style="list-style-type: none"> <li>Domestic fuel burning</li> </ul>	<ul style="list-style-type: none"> <li>Dust from Untarred roads</li> </ul>	<ul style="list-style-type: none"> <li>Combustion installations</li> </ul>
<ul style="list-style-type: none"> <li>Dust from gravel roads</li> </ul>	<ul style="list-style-type: none"> <li>Mineral Processing, storage and handling: - mining, brick production, cement production</li> </ul>	<ul style="list-style-type: none"> <li>Biomass burning</li> </ul>
	<ul style="list-style-type: none"> <li>Combustion installations: Domestic Fuel Burning, boilers</li> <li>Thermal treatment of hazardous and general waste</li> <li>Biomass burning</li> </ul>	

#### 9.2.7 SPATIAL AND ENVIRONMENTAL PROGRAMMES

Planned projects for the Spatial and Environmental unit for the 2017/18 financial year are enlisted below as per MSCOA guidelines.

**INTEGRATED DEVELOPMENT PLAN 2018/19**  
**AMAJUBA DISTRICT MUNICIPALITY**

IDP NO	NATIONAL KPA	STRATEGIC OBJECTIVE	MUNICIPAL PRIORITY OR IDP PROGRAM ME	PROJE CT NAME	PROJECT DESCRIPTION	PROJECT SEGMENT	COSTING SEGMENT	FUCTION SEGMENT	FUNDING	REGION SEGMENT	MUNICIPAL STANDARD CLASSIFICATION	2017/2018 BUDGET FORECAST	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST
<b>OPERATIONAL PROJECTS</b>														
P&D7	Spatial Planning and Environmental Management	To facilitate & coordinate spatial development.	Municipal Planning	DC25_0000001_SDF Review	Review of Spatial Development Framework (SDF) 2018/2019	Operational/Typical Workstreams/Spatial Planning	Default as it is a primary transaction	Planning & Development/ Core Function/Development Facilitation	Fund: Operational: General revenue: Equitable Share	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district	Planning & Development Services/Planning Unit	R 400 000	R 600 000	R 600 000
P&D8	Spatial Planning and Environmental Management	To promote the development of a safe and healthy environment in line with applicable legislation.	Environmental Management	DC25_0000002_EMF Review	Development of Environmental Management Framework 2018/2019	Operational/Typical Workstreams/Environmental/Development of Standards to set Municipal Bylaws	Default as it is a primary transaction	Environmental Protection/ Core Function/Biodiversity & Landscape	Fund: Operational: Transfers and subsidies: Monetary allocations: National Departments: Department of Environmental Affairs	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district	Planning & Development Services/Environmental Unit	R 1 000 000	R -	R -
P&D9	Spatial Planning and Environmental Management	To promote the development of a safe and healthy environment in line with applicable legislation.	Environmental Management	DC25_0000003_AQMP	Development of Air Quality Management Plan (AQMP) 2018/2019	Operational/Typical Workstreams/Environmental/Air Quality Management	Default as it is a primary transaction	Environmental Protection/ Core Function/Pollution Control	Fund: Operational: Revenue: General Revenue: Licences and Permits Fund: Operational: Revenue: General Revenue: Equitable Share	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district	Planning & Development Services/Environmental Unit	R 350 000	R -	R -
P&D1	Municipal Institutional Development and	To achieve sound governance, management,	Integrated Service Delivery	DC25_0000004_IC T	Renewal of Software Licenses 2018/2019;	Operational/Municipal Running Cost	Default as it is a primary transaction	Finance & Administration /Core Function/Infor	Fund: Operational: Revenue: General	Regional Identifier: LG by Province: KZN: District	Planning & Development Services	R 900 000	R 550 000	R 550 000

INTEGRATED DEVELOPMENT PLAN 2018/19  
AMAJUBA DISTRICT MUNICIPALITY

	Transformation	administration and equity as per local government guidelines			Compensation of Employees; Trainings and Workshops			mation Technology: Planning and Development/ Core Function/Economic Development and Planning: Planning and Development/ Core Function/Support to local Municipalities	Revenue: Equitable Share	municipalities: DC25 Amajuba: Head Office or Administrative				
--	----------------	--	--	--	--	--	--	--	-----------------------------	---	--	--	--	--

### 9.3 Cross Cutting SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>Well established traditional urban settlements in Utrecht, Newcastle and Dannhauser</li> <li>Much needed support from sector departments (MISA)</li> <li>Good track record in the utilization of Infrastructure grants and EPWP funds</li> <li>Reduced backlog for Water and Sanitation (no bucket system)</li> <li>Fully functional GIS System</li> <li>Updated Spatial development framework</li> </ul>	<ul style="list-style-type: none"> <li>Aging infrastructure</li> <li>Water loss</li> <li>Limited human capacity to meet vision of Council</li> <li>Lack of adequate water resources</li> <li>Lack of built services in the rural settlement</li> <li>Insufficient fund for O&amp;M (reactive maintenance)</li> <li>Lack of data to update GIS system</li> <li>Alignment of capital projects budget with sector departments</li> <li>Outdated sector plans to support SDF and WSDP</li> <li>Well capacitated Environmental unit in line with legislative requirements</li> <li>Services provided do not generate revenue for ADM</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>Installation of meter system for revenue enhancement</li> <li>Shared services with Local Municipalities</li> <li>Public Private Partnerships</li> <li>Development of new dam</li> <li>Available technical support from Sector Departments</li> <li>Exploring alternative technologies to aid in sanitation related challenges</li> </ul>	<ul style="list-style-type: none"> <li>Influx of new settlements or households</li> <li>Planning is disrupted due to influx for provision of basic services</li> <li>Poor maintenance of water infrastructure</li> <li>Illegal connections to bulk infrastructure</li> <li>Water loss due to illegal connections</li> <li>Poor revenue collection (business and rural)</li> <li>Water and air pollution by industries</li> <li>Outdated and outstanding sector plans</li> </ul>

### 9.4 Disaster Management

#### 9.4.1 MUNICIPAL DISASTER MANAGEMENT CENTRE

According to the Disaster Management Act 57 Of 2002, section 43 states that:

*“Each metropolitan and each district municipality must establish in its administration a disaster management centre for its municipal area. This must be done in consultation with the local municipalities within its area and may operate such centre in partnership with those local municipalities.”*

The construction of the Amajuba Disaster Management Centre is in progress and it was anticipated to be completed on 11 January 2016 and it is now anticipated to be completed on the 27<sup>th</sup> July 2018. The original construction period was 427 days; time lapsed is 4... days. The contractor has submitted a recovery plan; in order to meet the scheduled deadlines on the recovery construction programme, the contractor was on site up until the 18<sup>th</sup> of December 2015 and resumed work on site on the 6<sup>th</sup> of January 2016. The Contractor has to commit substantial time and resources in order to meet the anticipated completion date of the 22<sup>nd</sup> of April 2016. The estimated value of the project is R38 million.

Currently the DDMC appointed officials are operating within the district municipal building.

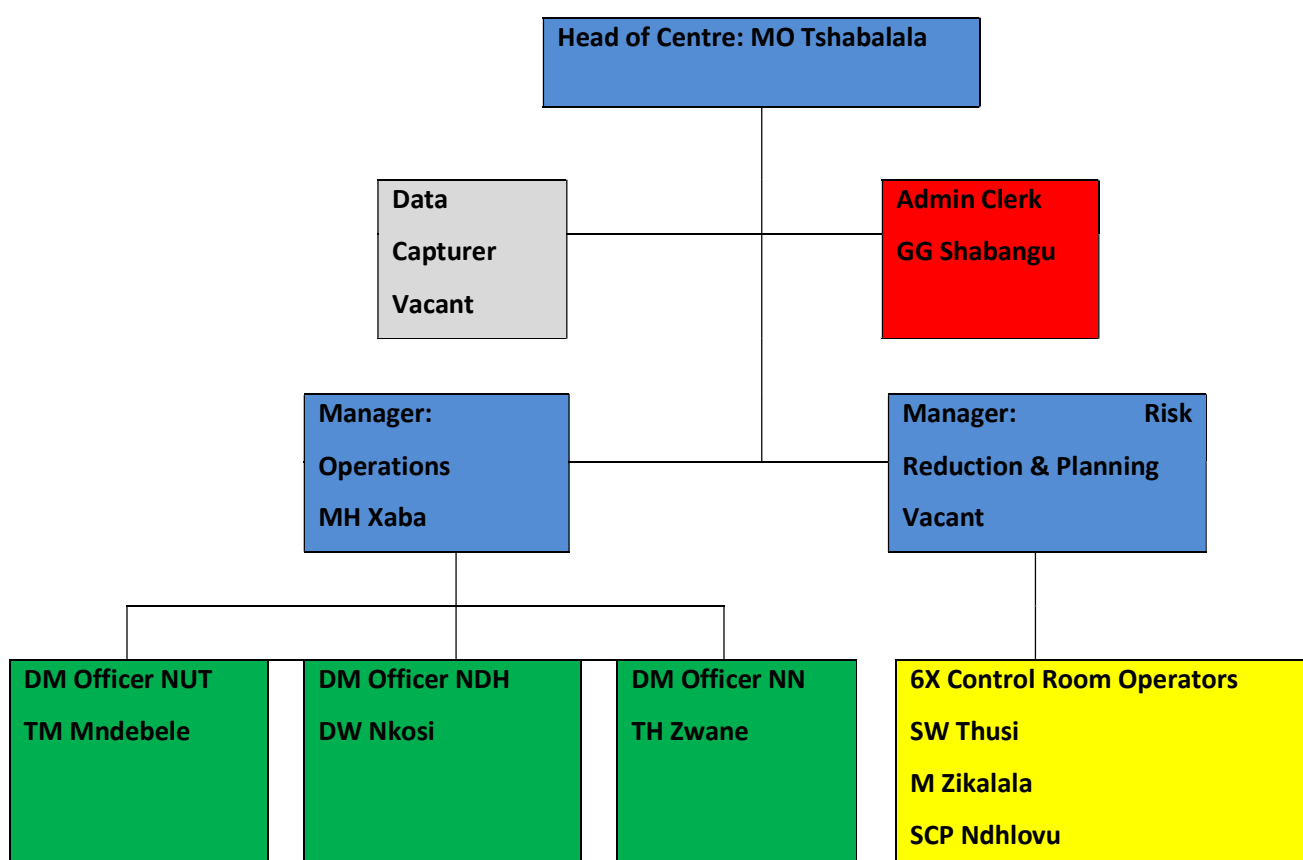
#### 9.4.2 DISTRICT DISASTER MANAGEMENT CENTRE STRUCTURE

##### ▪ Head of Centre

The head of disaster management centre was appointed in 2012 - Mr MO Tshabalala

##### ▪ Personnel structure

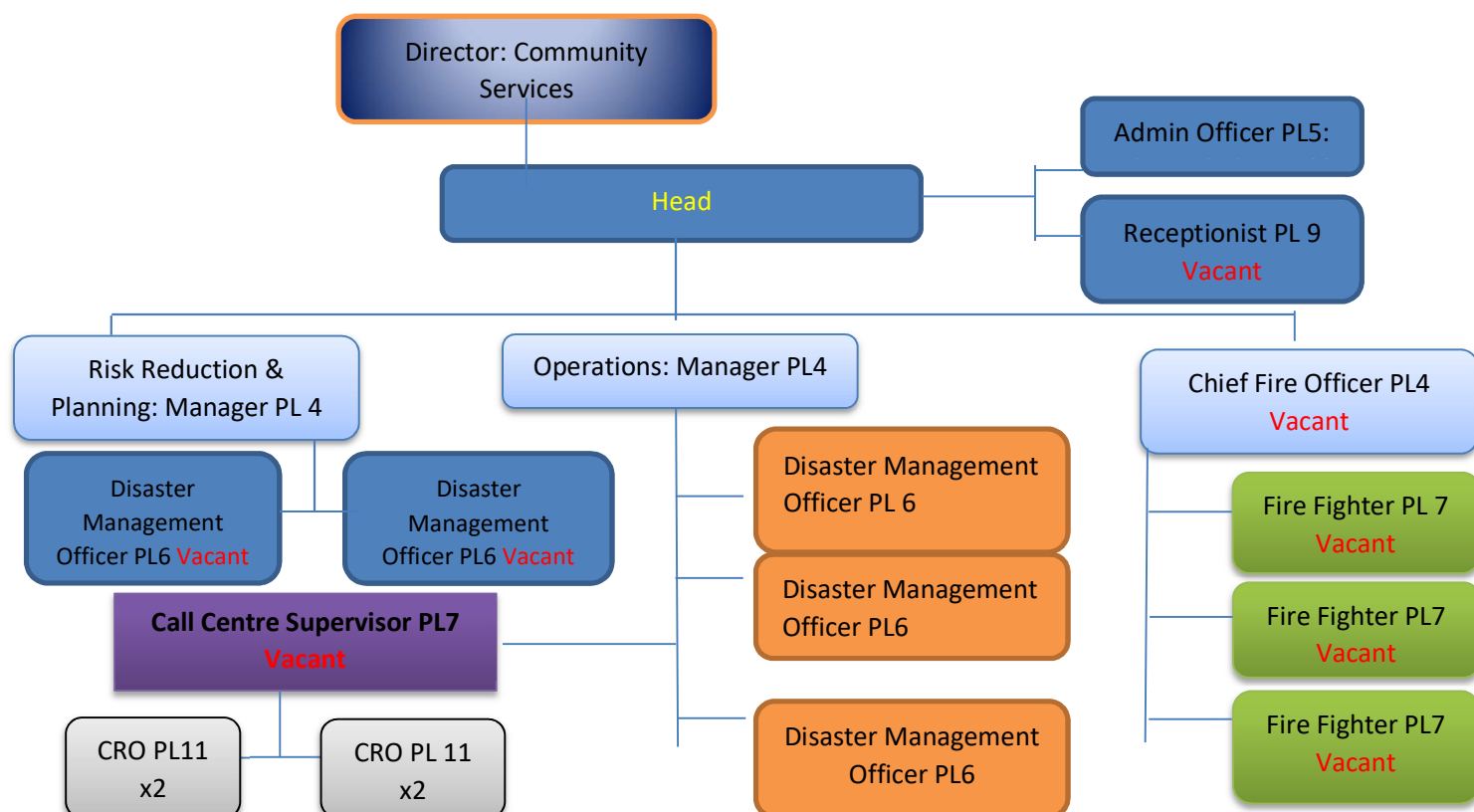
There are 10 staff members in disaster management including the Manager Operations. There are 29 trained volunteers (7 volunteers for Emadlangeni LM; 16 volunteers for Dannhauser LM and 6 volunteers for Newcastle LM).



VK Khumalo  
NS Bhidla  
1 x Vacant post

#### Proposed structure

The proposed structure for the operation of the completed disaster management centre in July 2016 is as follows:



#### 9.4.3 MUNICIPAL DISASTER MANAGEMENT POLICY FRAMEWORK

The District has reviewed the Disaster Management Framework in October 2014 and it has been approved by the Council on the 4<sup>th</sup> December 2014. The Framework addresses the following:

- An integrated and uniform approach to disaster risk management in the district;
- Guiding and facilitating the development and implementation of disaster risk management envisaged in the Disaster Management Act, for the district;
- Establishing prevention and mitigation of disaster occurrences as core principles;
- Facilitating cross-functional and multi-disciplinary co-operation:
  - between all disaster risk management role-players in the district;
  - with Provincial disaster risk management structures.

CRO PL11

CRO PL11

- Facilitating a joint code of practice on disaster risk management in the district;
- Enumerating all role-players in disaster risk management and specifying roles and responsibilities of all such role-players.
- Facilitating
  - the involvement of government, semi-government and non-government bodies, traditional leadership, technical experts and the private sector;
  - community participation and awareness.
- Facilitating and engendering disaster risk management capacity building within the district;
- Guiding the development/procurement of a disaster risk management information system;
- Taking into account research and indigenous knowledge on disaster occurrences.

#### 9.4.4 MUNICIPAL DISASTER MANAGEMENT PLAN

The Disaster Management Plan (DMP) was reviewed in September 2014 and it was approved by the Council on 04<sup>th</sup> December 2014. The DMP aims to achieve the following objectives:

- prevention and reduction of disaster risks;
- mitigation of impacts; preparedness for effective response to disasters;
- minimize loss and property damage; and quick recovery from the impacts.

The DMP articulates actions to prevent and mitigate disasters and how risk reduction measures are dealt with in the long-term and managing emergencies in the shorter term, including aspects of preparedness, response and recovery. Provision is also made for the periodic reviews and updates of the DMP.

#### **Municipal Disaster Management Inter-Departmental Committee**

The Inter-Departmental Committee has been established in January 2014. It comprises of all relevant stakeholders and it meets on quarterly basis to address community services matters which includes disaster management.

#### 9.4.5 MUNICIPAL DISASTER MANAGEMENT ADVISORY FORUM

The District Disaster Management Advisory Forum (DDMAF) is established and sits on quarterly basis, normally in February, May, August and November. There is inconsistency of stakeholder representation to the forum which hampers the effectivity of the DDMAF. The DDMAF is supported by the Technical Task Teams which address specific issues such as Fire and Climate Change.

#### **Municipal Fire and Rescue Stations**

The district will establish the Fire & Rescue unit once the construction of the Centre is completed as proposed in the organogram under proposed structure.



9.4.6 DISASTER RISK ASSESSMENT

**List of Priority Risks (Hazards)**

Amajuba District Municipality is mostly threatened by the following hazards: veldfires; structural fires; drought; lightning; strong winds; hailstorm; heavy rain and floods

**Newcastle LM**

**Colour Codes: Red=Very High; Orange=High; Yellow=Medium; Light Green=Low and Green=Very Low**

HAZARD	<i>Veld Fires</i>	<i>Structural Fires</i>	<i>Drought</i>	<i>Lightning</i>	<i>Strong Winds</i>	<i>Heavy Rains</i>	<i>Floods</i>
WARD 1							
WARD 2							
WARD 3							
WARD 4							
WARD 5							
WARD 6							
WARD 7							
WARD 8							
WARD 9							
WARD 10							
WARD 11							
WARD 12							
WARD 13							
WARD 14							
WARD 15							
WARD 16							
WARD 17							
WARD 18							
WARD 19							
HAZARD	<i>Veld Fires</i>	<i>Structural Fires</i>	<i>Drought</i>	<i>Lightning</i>	<i>Strong Winds</i>	<i>Heavy Rains</i>	<i>Floods</i>
WARD 20							
WARD 21							
WARD 22							
WARD 23							
WARD 24							
WARD 25							
WARD 26							
WARD 27							
WARD 28							
WARD 29							
WARD 30							

WARD 31							
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#### Emadlangeni LM

Colour Codes: Red=Very High; Orange=High; Yellow=Medium; Light Green=Low and Green=Very Low

HAZARD	Veld Fires	Structural Fires	Drought	Lightning	Strong Winds	Heavy Rains
WARD 1						
WARD 2						
WARD 3						
WARD 4						

#### Dannhauser LM

Colour Codes: Red=Very High; Orange=High; Yellow=Medium; Light Green=Low and Green=Very Low

HAZARD	Veld Fires	Structural Fires	Drought	Lightning	Strong Winds	Hailstorm	Heavy Rains
WARD 1							
WARD 2							
WARD 3							
WARD 4							
WARD 5							
WARD 6							
WARD 7							
WARD 8							
WARD 9							
WARD 10							
WARD 11							

#### 9.6.7 DISASTER SWOT ANALYSIS

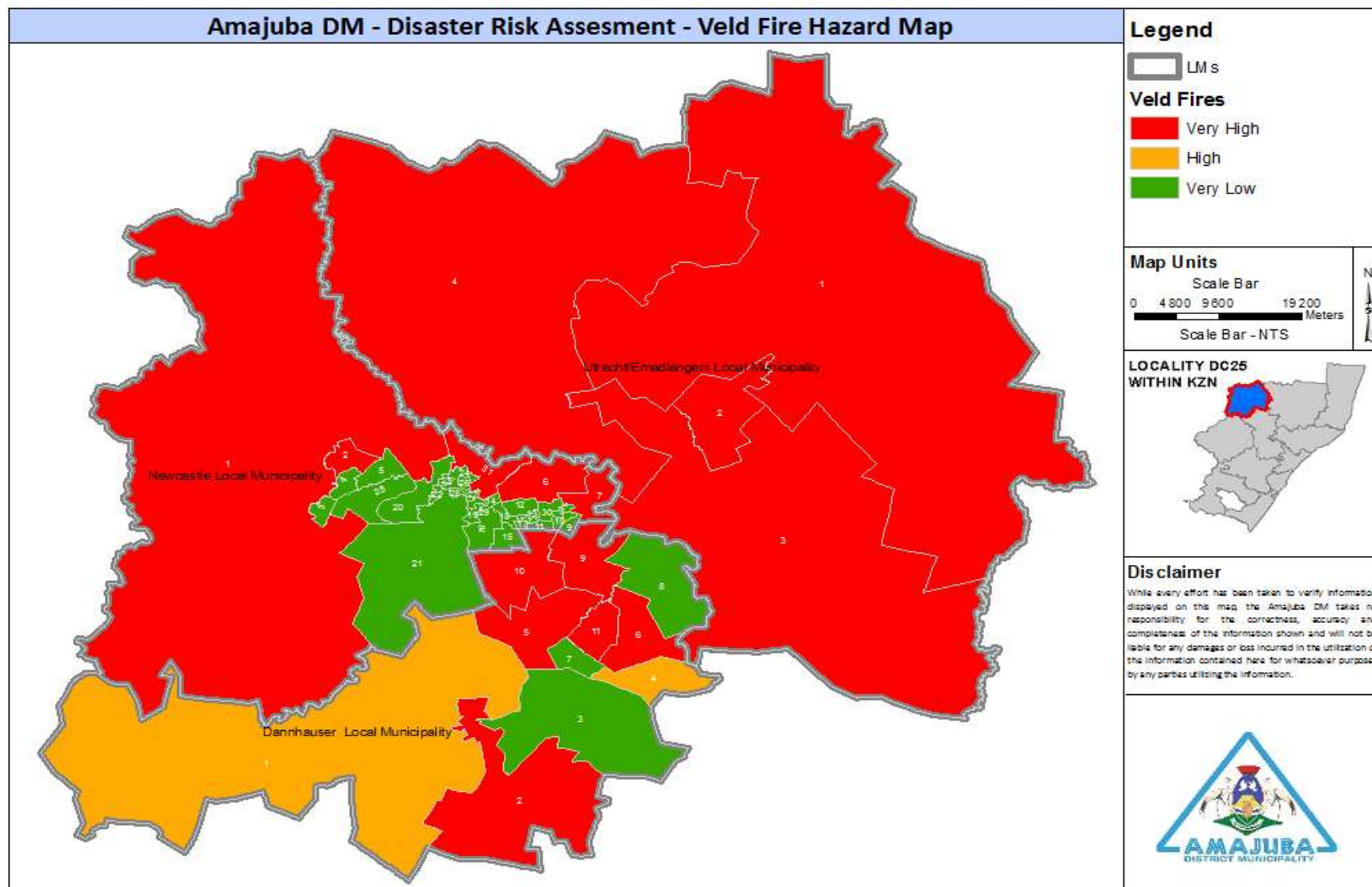
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>Head of District Disaster Management Centre appointed (2012)</li> <li>Functionality of District Disaster Management Advisory Forum</li> <li>Establishment and Functionality of Disaster Management Practitioners Forum</li> </ul>	<ul style="list-style-type: none"> <li>Insufficient capacity to deal with disaster management issues due to shortage of staff.</li> <li>Unavailability of risk reduction personal</li> <li>Insufficient budget to deal with disaster management issues</li> <li>Inadequate space for Disaster management practitioners</li> </ul>

<ul style="list-style-type: none"> <li>Updated Risk profile in two Local Municipalities, NLM and ELM.</li> <li>Awareness's campaign in School and Public Communities</li> <li>Procurement of fire equipment in LMs.</li> <li>Relocation of Siyahlala residents to a safer area.</li> </ul>	<ul style="list-style-type: none"> <li>Cross border mutual assistance with the neighbouring district municipalities not in place.</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>Conducting Climate change workshop in the District</li> <li>Installation of lightning conductors</li> <li>Establishment of the District Disaster Centre</li> <li>Training of war room in augmenting Disaster Management capacity</li> <li>Establishment of fire and rescue services/ Disaster Management in Emadlangeni LM</li> </ul>	<ul style="list-style-type: none"> <li>Increasing of informal settlement in Newcastle LM</li> <li>Climate change –weather</li> <li>Unoccupied land leading to illegal land grabs.</li> <li>Integrated communication system</li> <li>Research not conducted regularly.</li> <li>Community placed is disaster prone communal areas by Izinduna.</li> <li>NDH LM not having designated and qualified officials in Disaster Management Unit.</li> <li>Unavailability of Dept. Mineral Resource to deal with illegal mining in the District.</li> </ul>

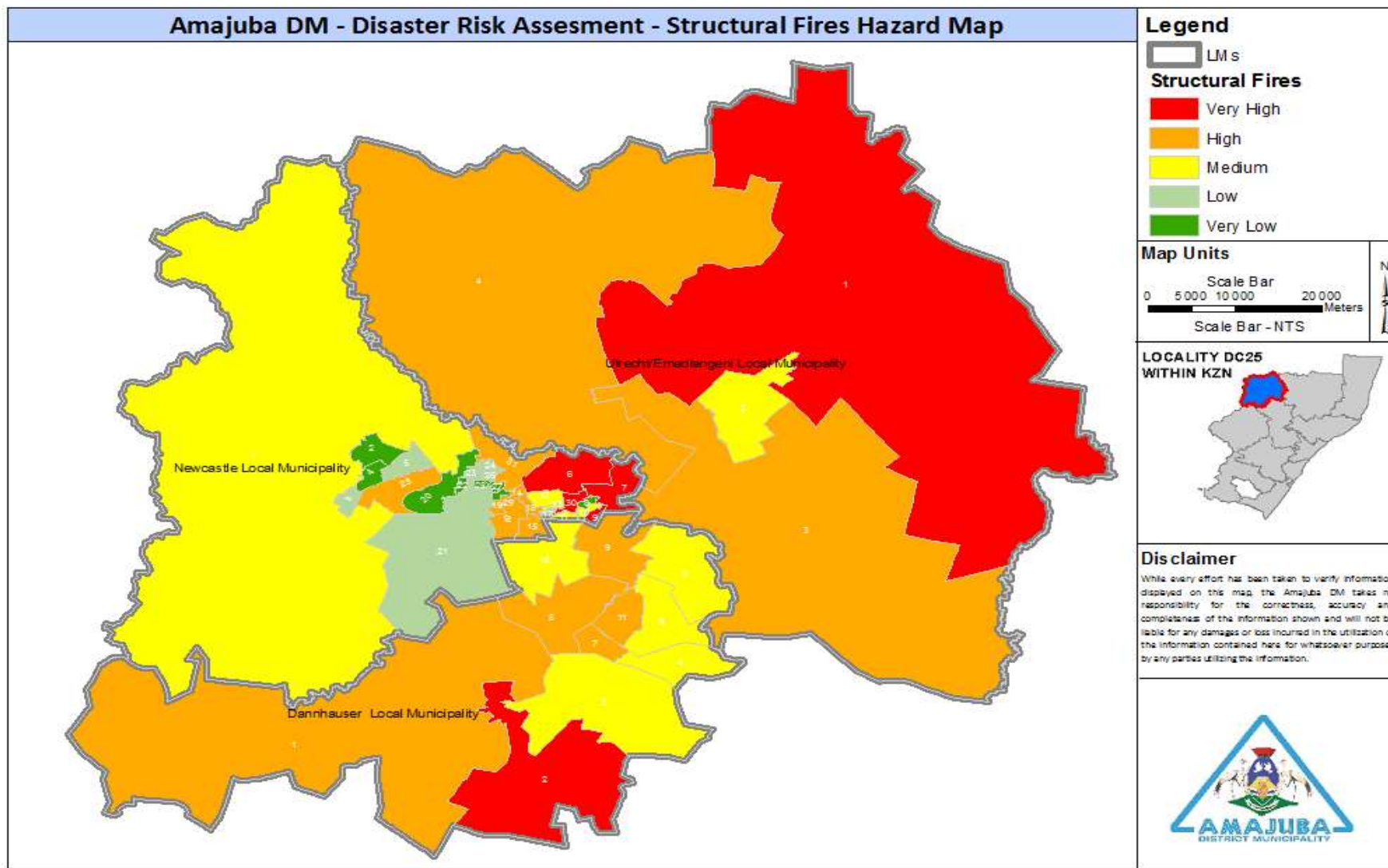
#### 9.6.8 HAZARD MAPS

Hazard maps must be produced after considering critical elements of hazards analysis such as probability or likelihood, predictability, magnitude and frequency of hazards.

Map 1: Veld Fires Hazard Map

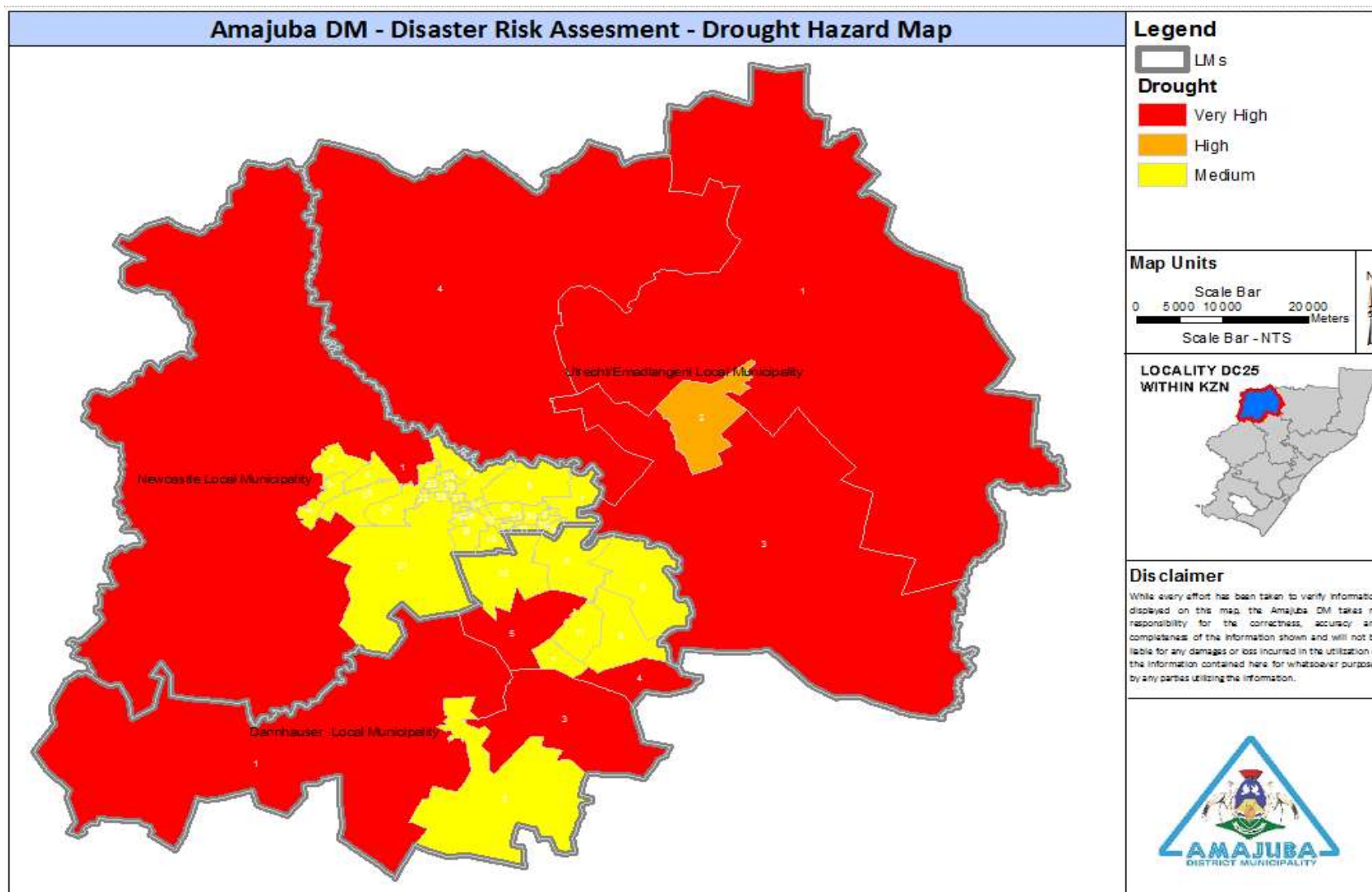


Map 2: Structural Fires Hazard Map

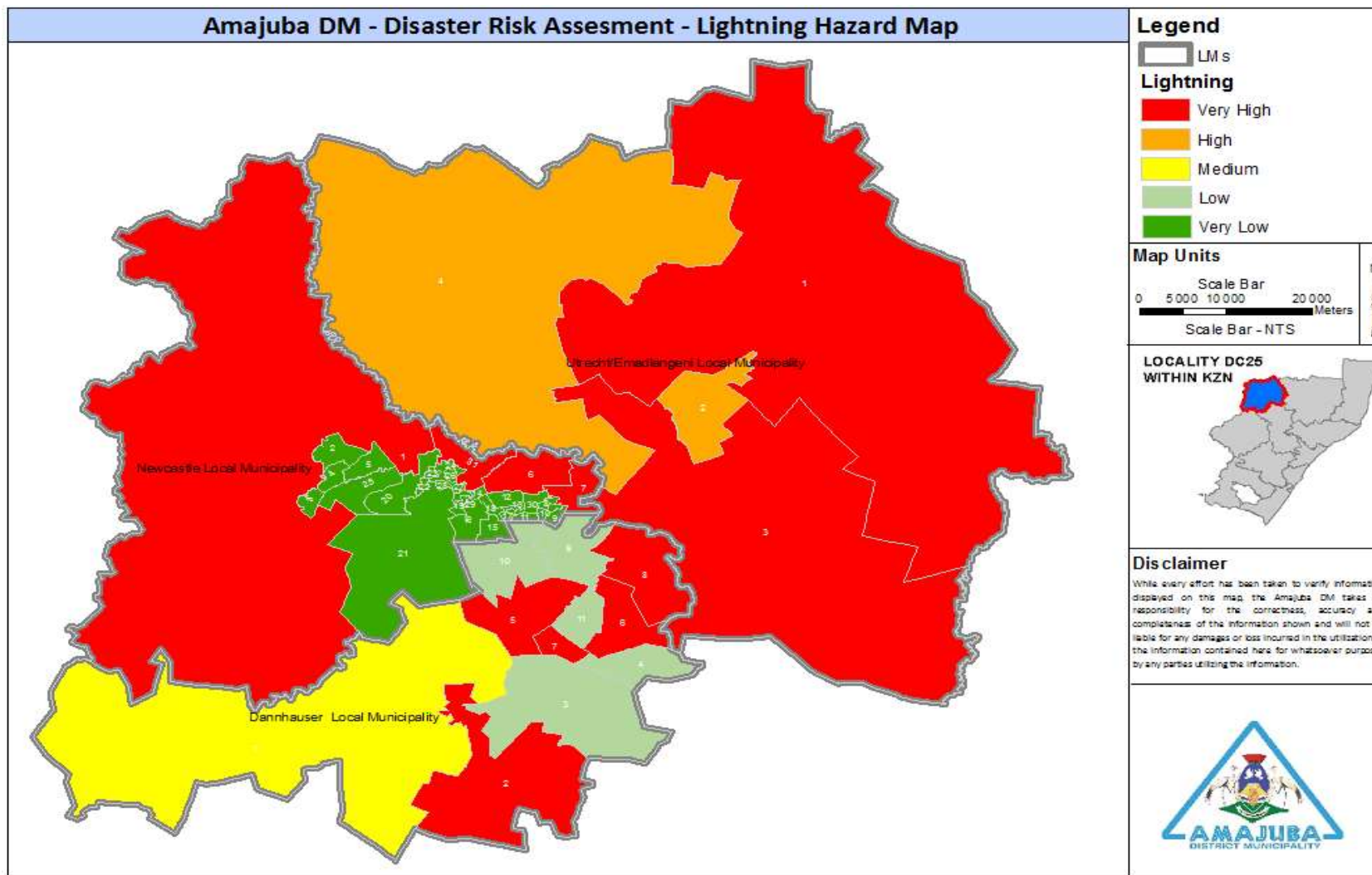




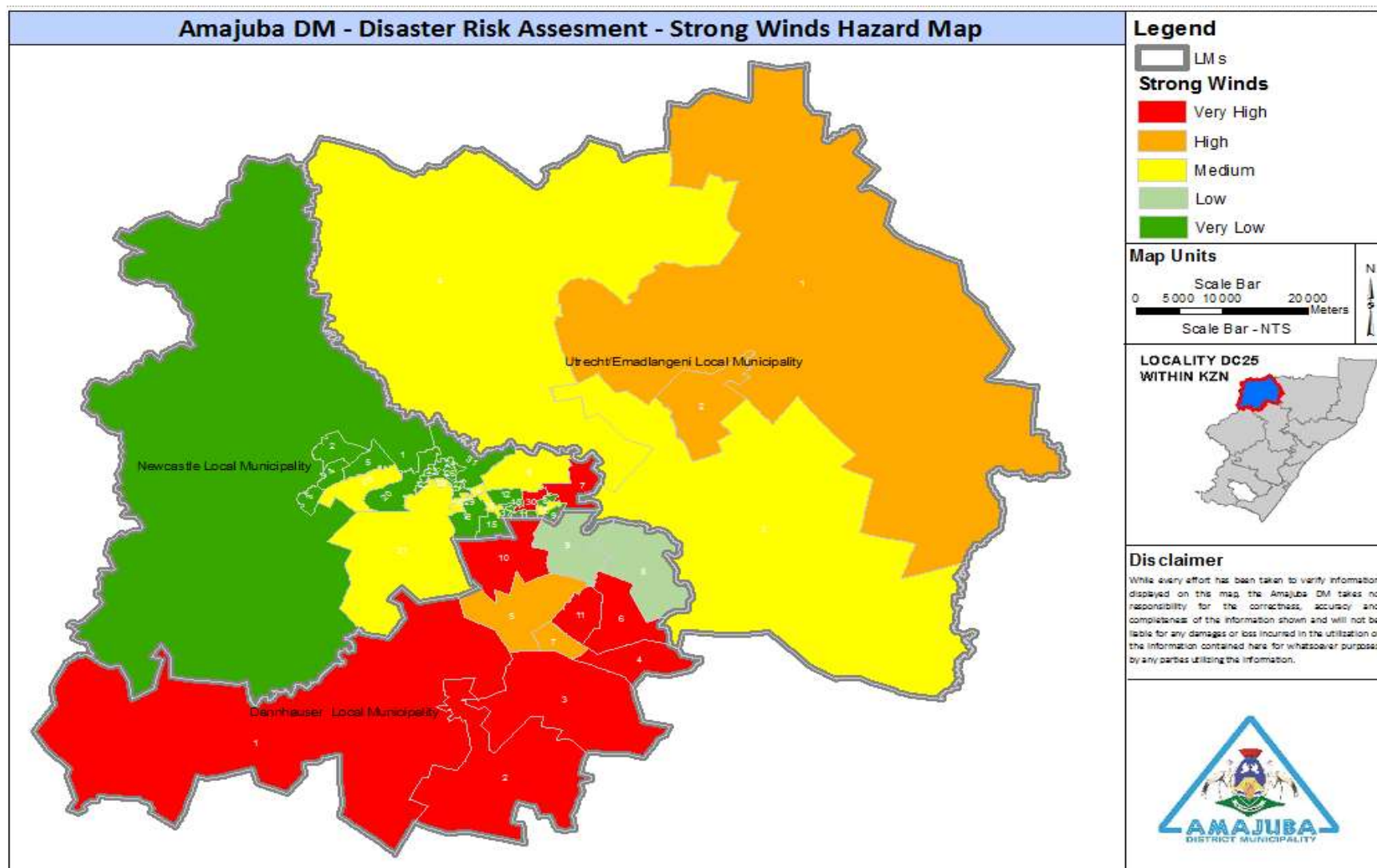
Map 3: Drought Hazard Map



Map 4: Lightning Hazard Map

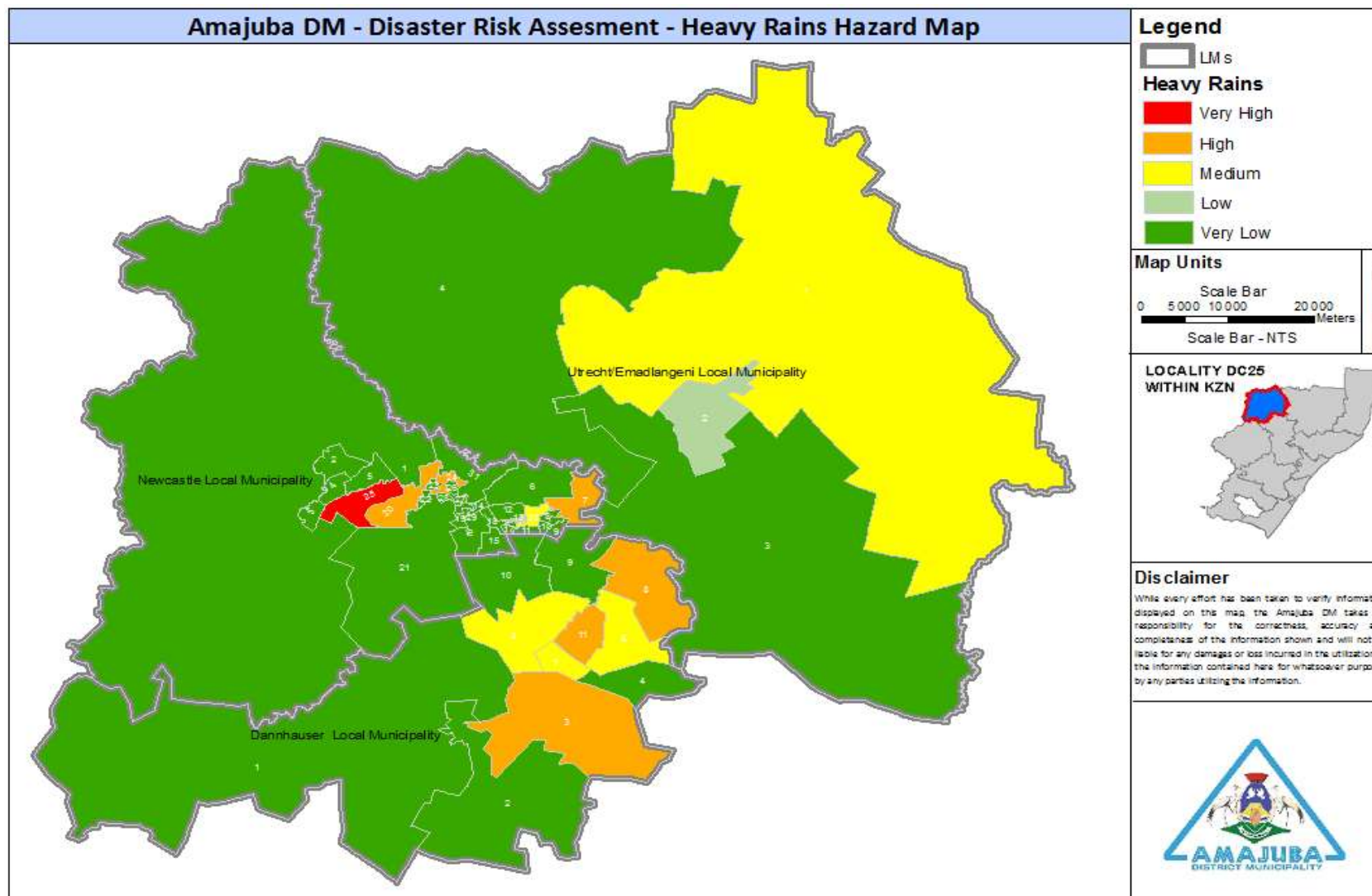


## Strong Winds Hazard Map

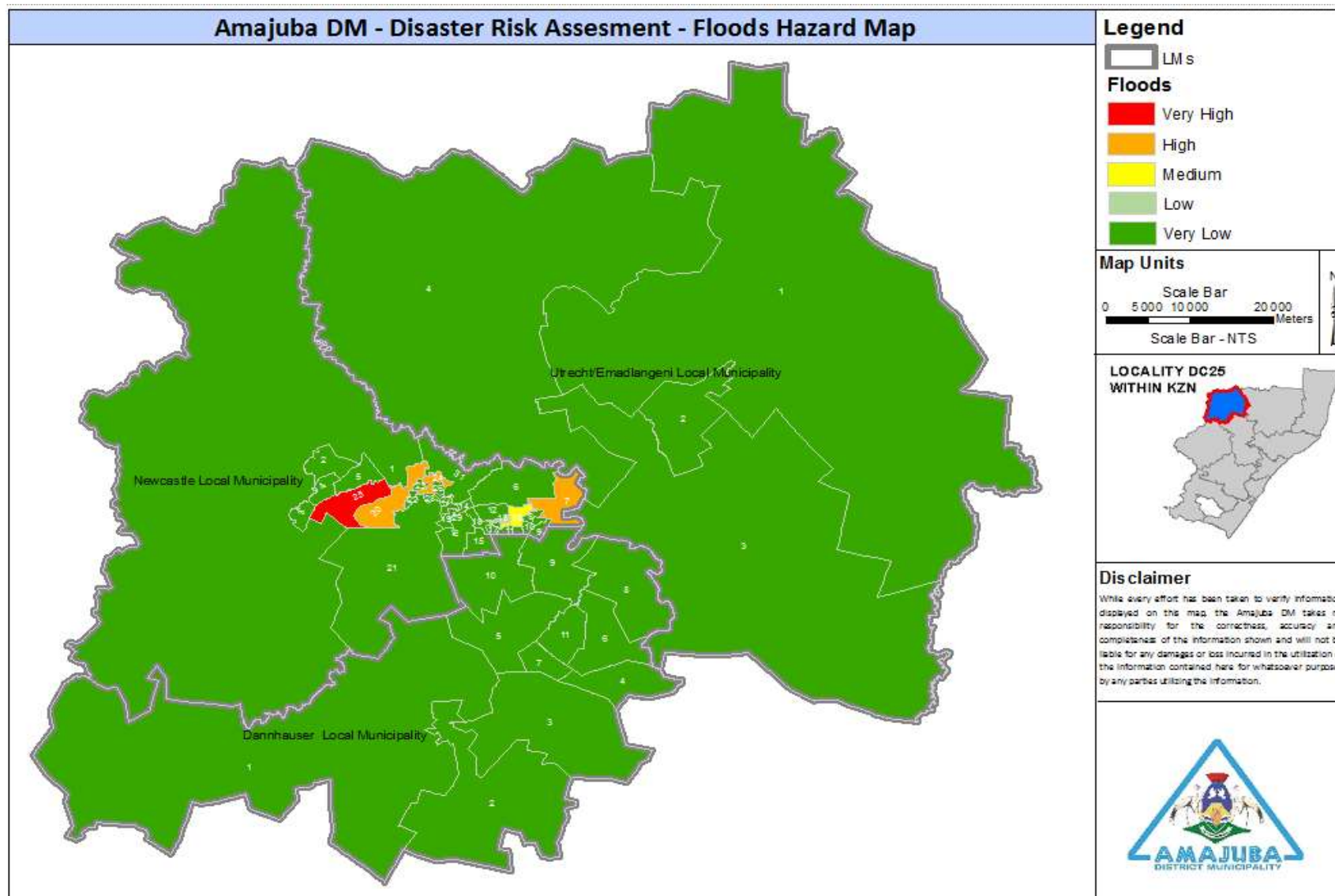




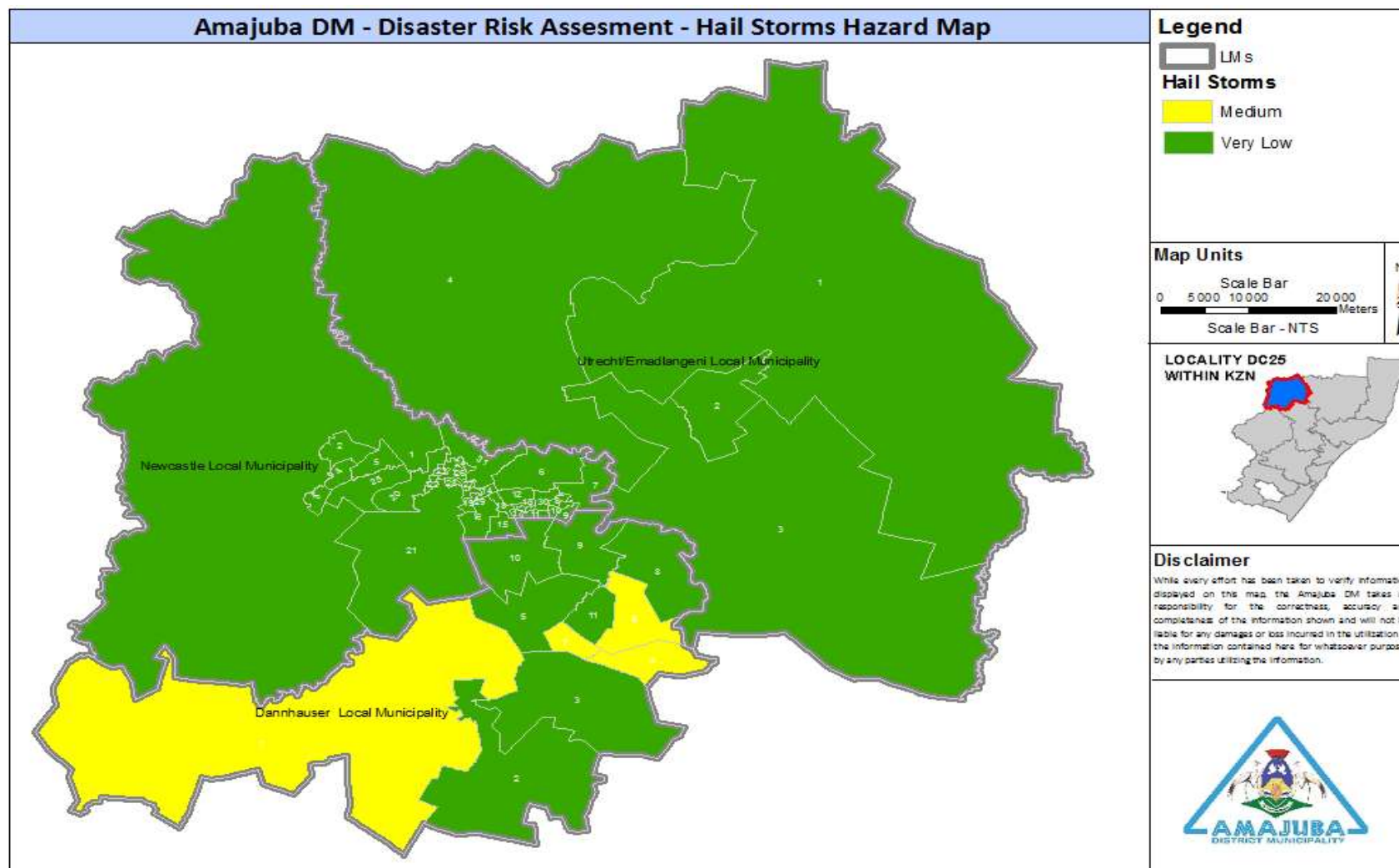
Map 6: Heavy rains Hazard Map



Map 7: Floods Hazard Map



Map 8 Hails Storms Hazard Map



#### 9.4.7 VULNERABILITY MAPS

Vulnerability maps must be produced after considering critical factors of vulnerability such as political, social, economic, technological and environmental factors.

#### Capacity Maps

Capacity maps must be produced after considering critical factors of capacity such as institutional and management capacity, physical/resource capacity, support network and people capacity and competencies.

#### Disaster Risk Reduction

#### Disaster Management and Fire Services Programmes/Projects by Municipality

NAME OF THE PROJECT	BUDGET	TARGETED AREAS	DATE	RESPONSIBLE UNIT
Creation of fire breaks	R 65 000.00	Emadlangeni & Dannhauser LMs	April 2018	Disaster Management
Installation of lightning conductors	R	All LMs	August 2018	Disaster Management
Awareness Campaigns/Flyers	R	All LMs	July 2017-June 2018	Disaster Management
Capacity Building/ workshops	R	All LMs	July 2017-June 2018	Disaster Management
Construction of Disaster Management Centre and Fire & Rescue Unit	R	Amajuba District	July 2018	Technical Services
Dissemination of early warnings	R	All LLs	August 2018	Disaster Management

#### 3.1 Disaster Management and Fire Services Programmes/Projects by Stakeholders

NAME OF THE PROJECT	BUDGET	TARGETED AREAS	DATE	RESPONSIBLE UNIT
Planting of trees		Dannhauser LM	September 2018	Department of Agriculture & Rural Development

#### Early Warning Strategy

The DDMC in partnership with the local municipalities has successfully established ward based disaster management committees which are further utilised to disseminate early warning messages to communities at risk. A bulk sms system will be initiated by the municipality to ensure that early warnings reach communities effectively and adequately.

#### EDUCATION, TRAINING, PUBLIC AWARENESS AND RESEARCH

#### Capacity Building

The DDMC in partnership with all relevant stakeholders will conduct workshops to enhance mainstreaming of disaster risk management at local level where incidents occur; also at ensuring that municipalities are developing necessary readiness capacities for coordination and responding to

incidents when they occur. The workshops will be conducted to Mayors; Councilors; Ward Committees; Traditional Leaders; Community Development Workers, Community Care Givers; Sector Departments; Volunteers; War room stakeholders; Civil Society Organizations; Business and Private Sectors.

### Public Awareness Campaigns

Amajuba DDMC will continue to conduct disaster risk management awareness campaigns in all the local municipalities. The purpose of the awareness campaign is to ensure that communities exercise risk avoidance behaviour and take precautionary measures during major incidents or disasters. Other specific objectives of community awareness campaigns include the following:

- To raise awareness in communities at high risk, thus encouraging risk avoidance behaviour.
- To increase the community knowledge on multi-hazards safety practices.
- To partner with other role-players in order to deliver comprehensive community disaster awareness campaigns.

### FUNDING ARRANGEMENTS FOR DISASTER, FIRE & RESCUE RISK MANAGEMENT

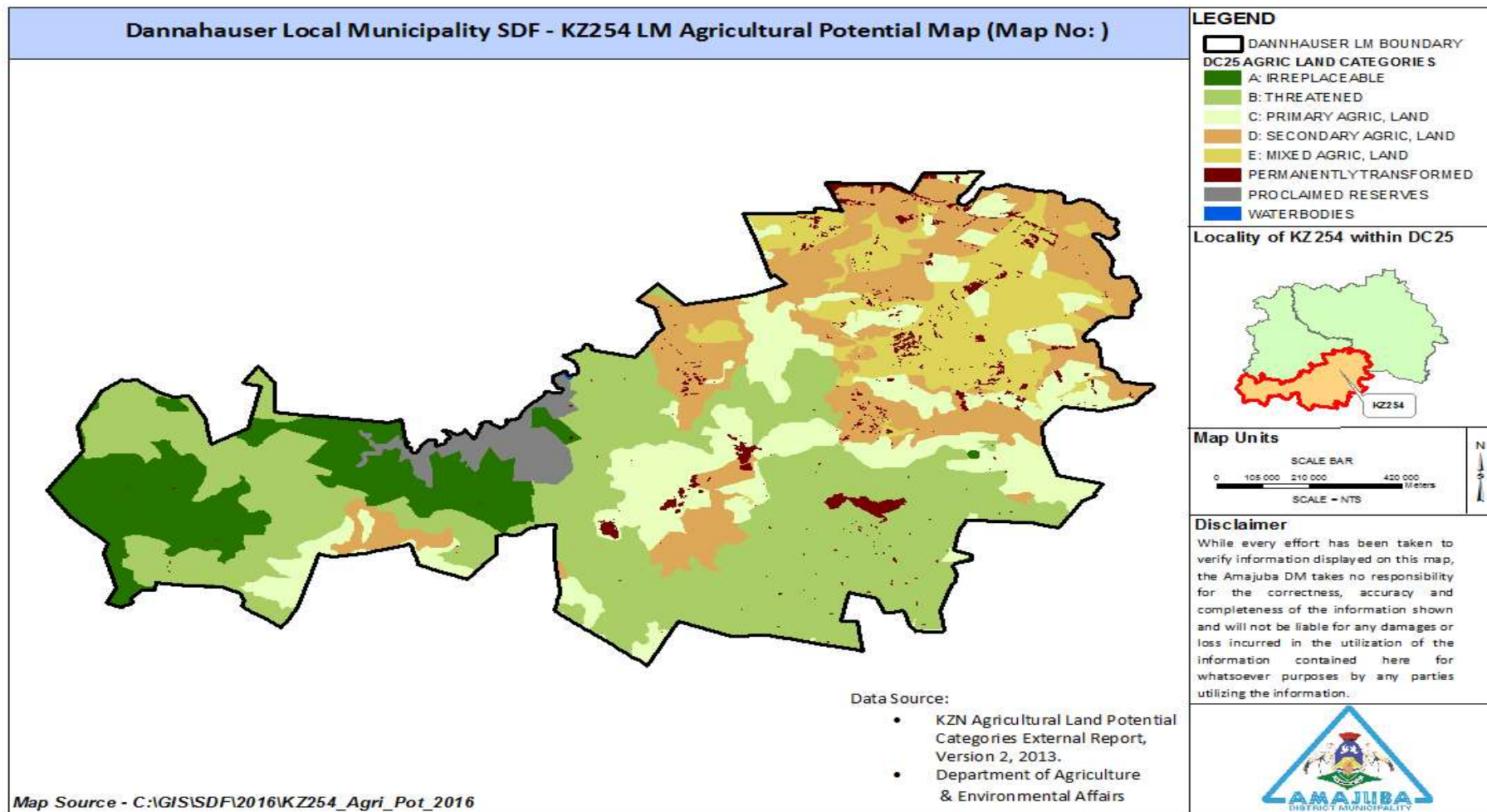
#### Funding Mobilization Strategy

ACTIVITY	VOTE	BUDGET
Disaster Management Capacity Building	0104/3686/0000	R 20 000
Disaster Management Implementation	0104/3687/0000	R 0
Disaster Management Relief Intervention	0104/3688/0000	R 100 000
Disaster Management Prevention Program	0104/3715/0000	R 30 000
Disaster Management Volunteer and Interns	0104/3727/0000	R 0

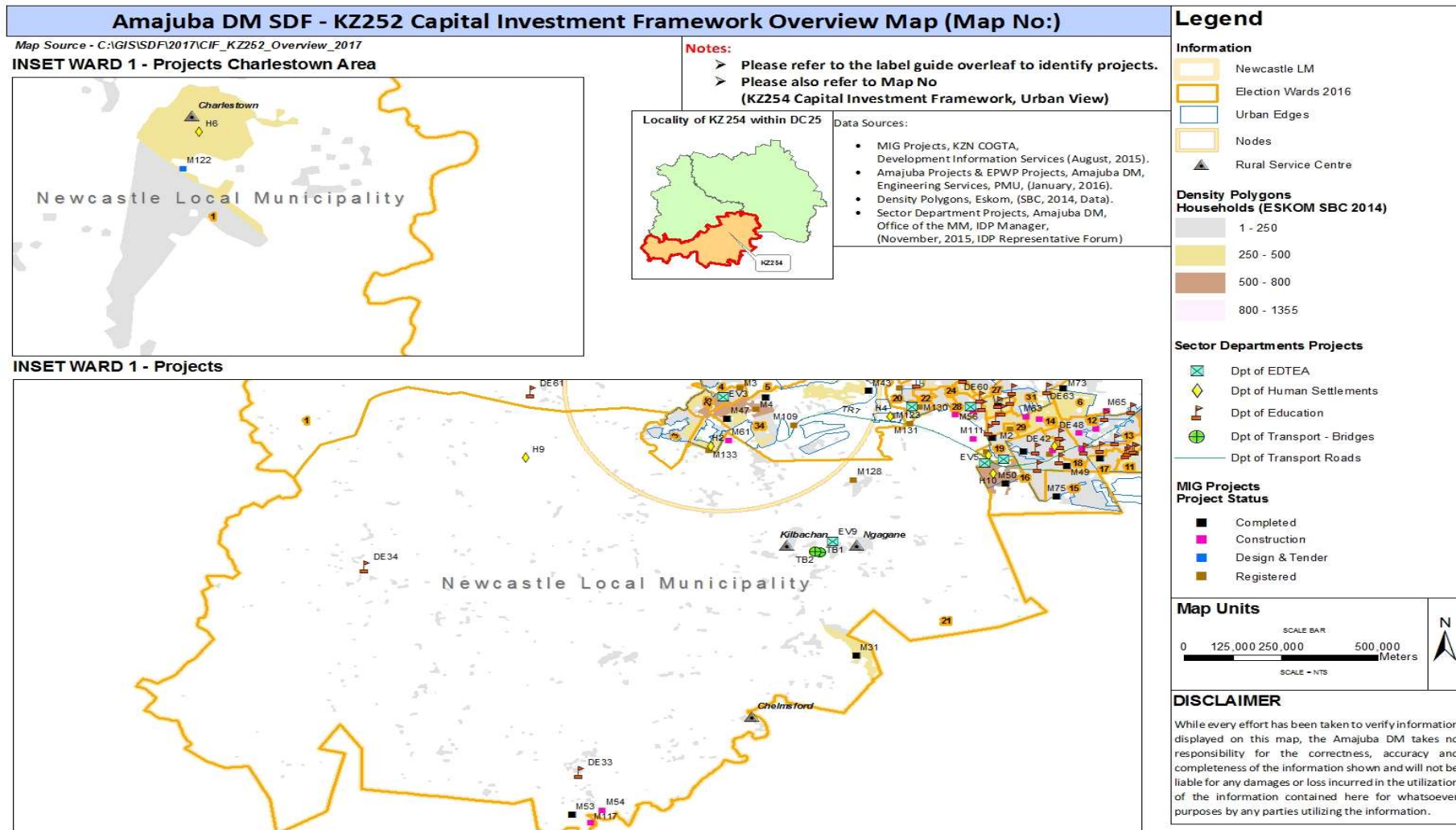


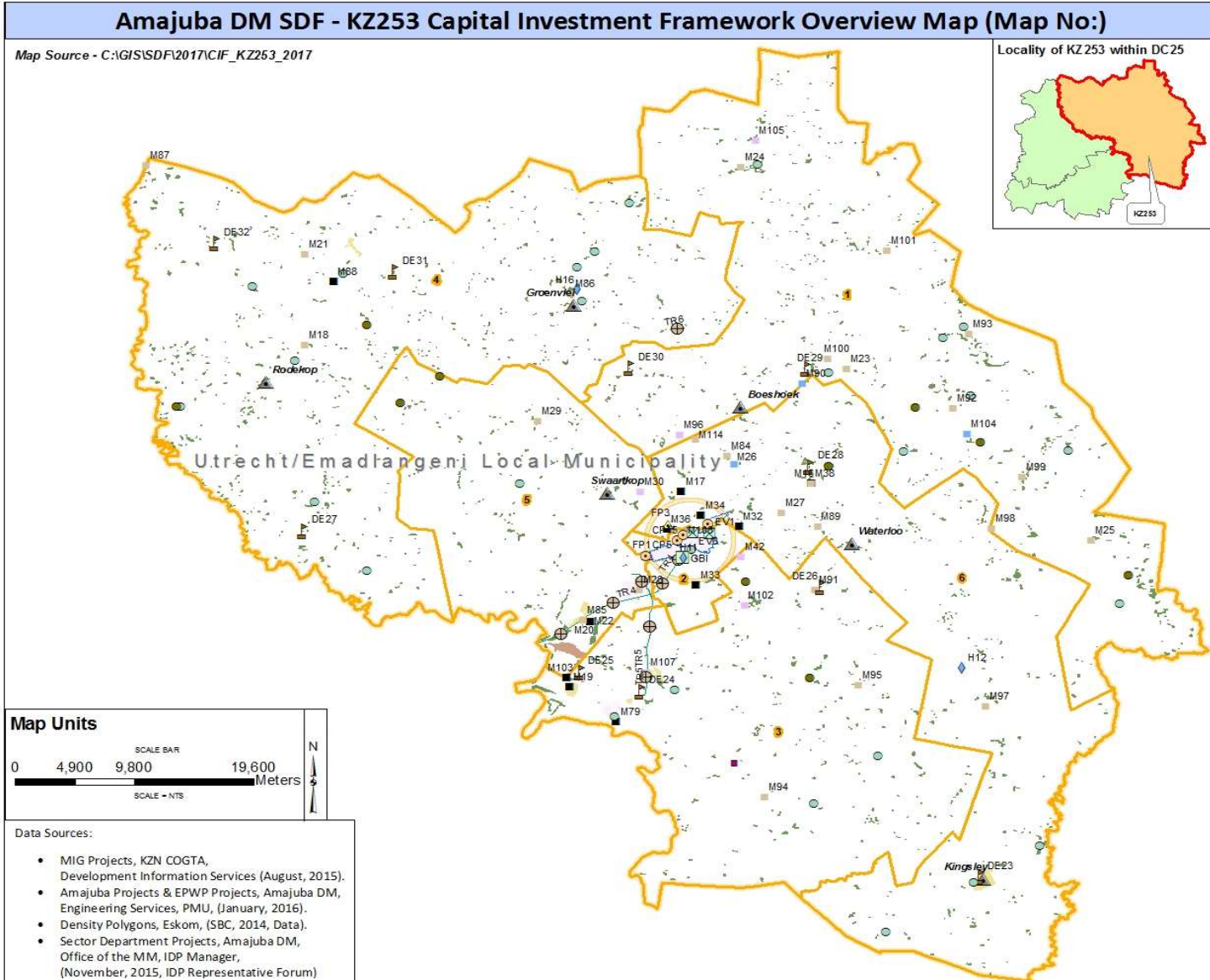
## 10 Strategic Mapping

### Agricultural Potential



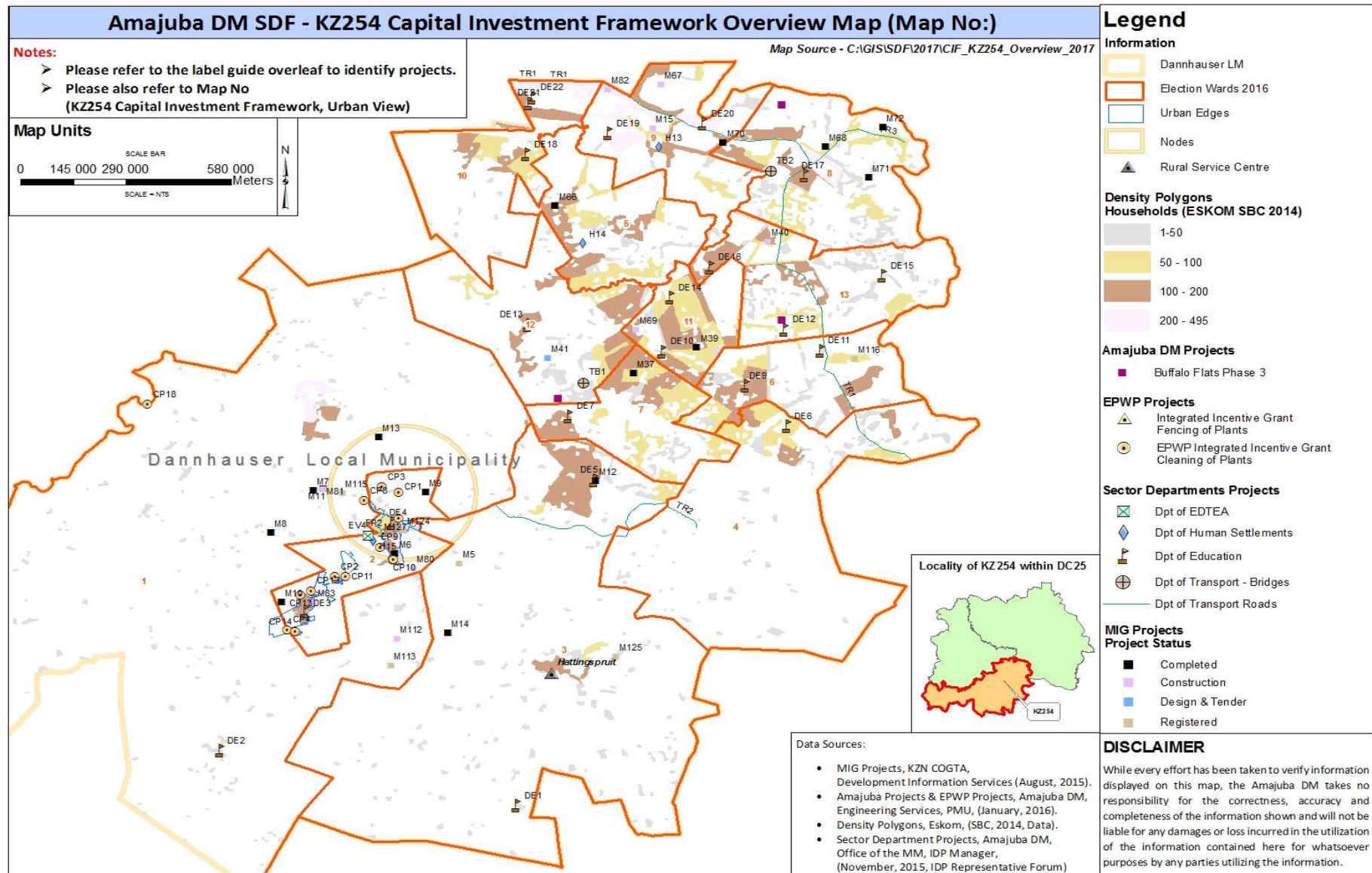
## Capital Investment Framework per Local



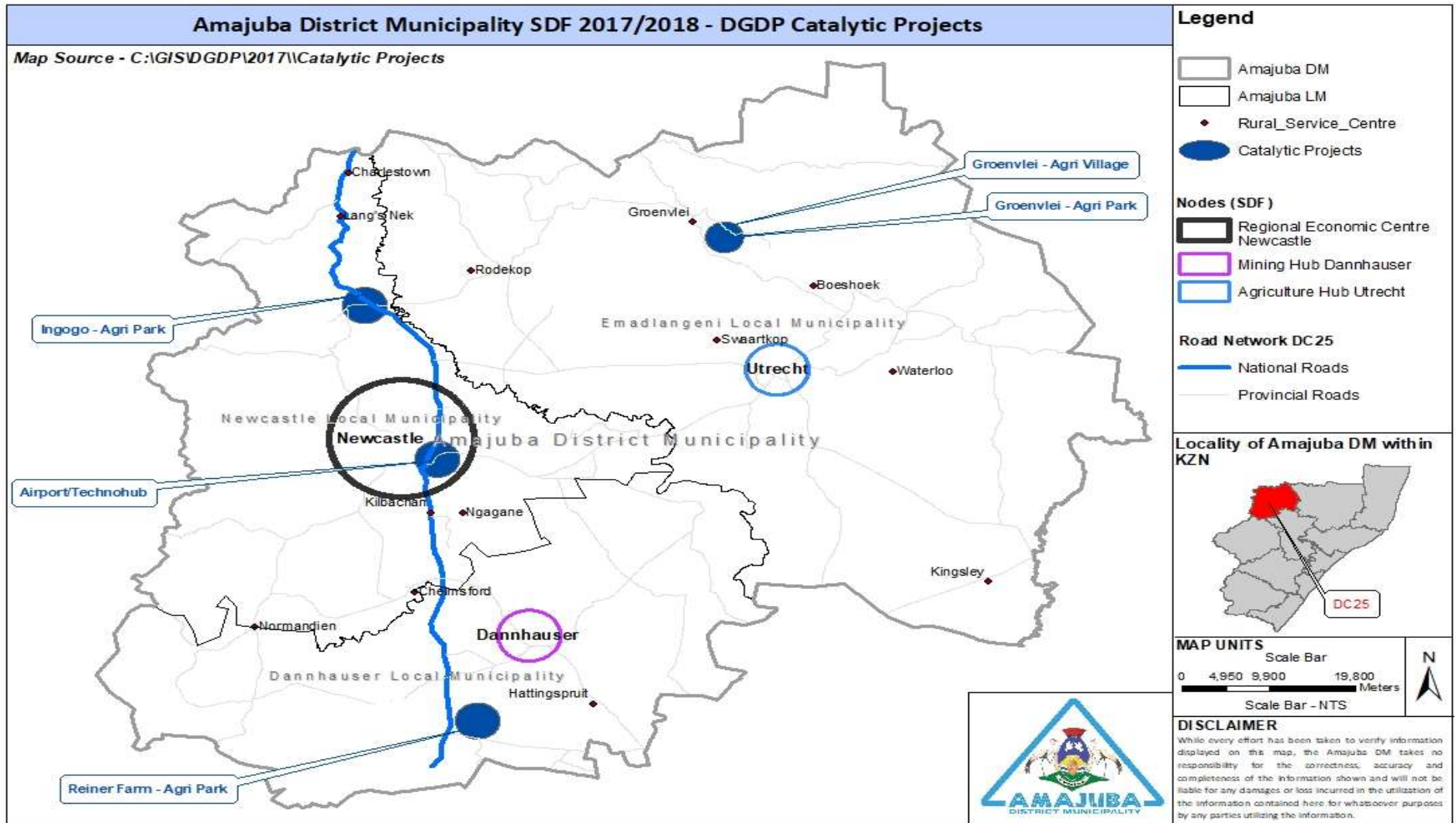




INTEGRATED DEVELOPMENT PLAN 2018/19  
AMAJUBA DISTRICT MUNICIPALITY

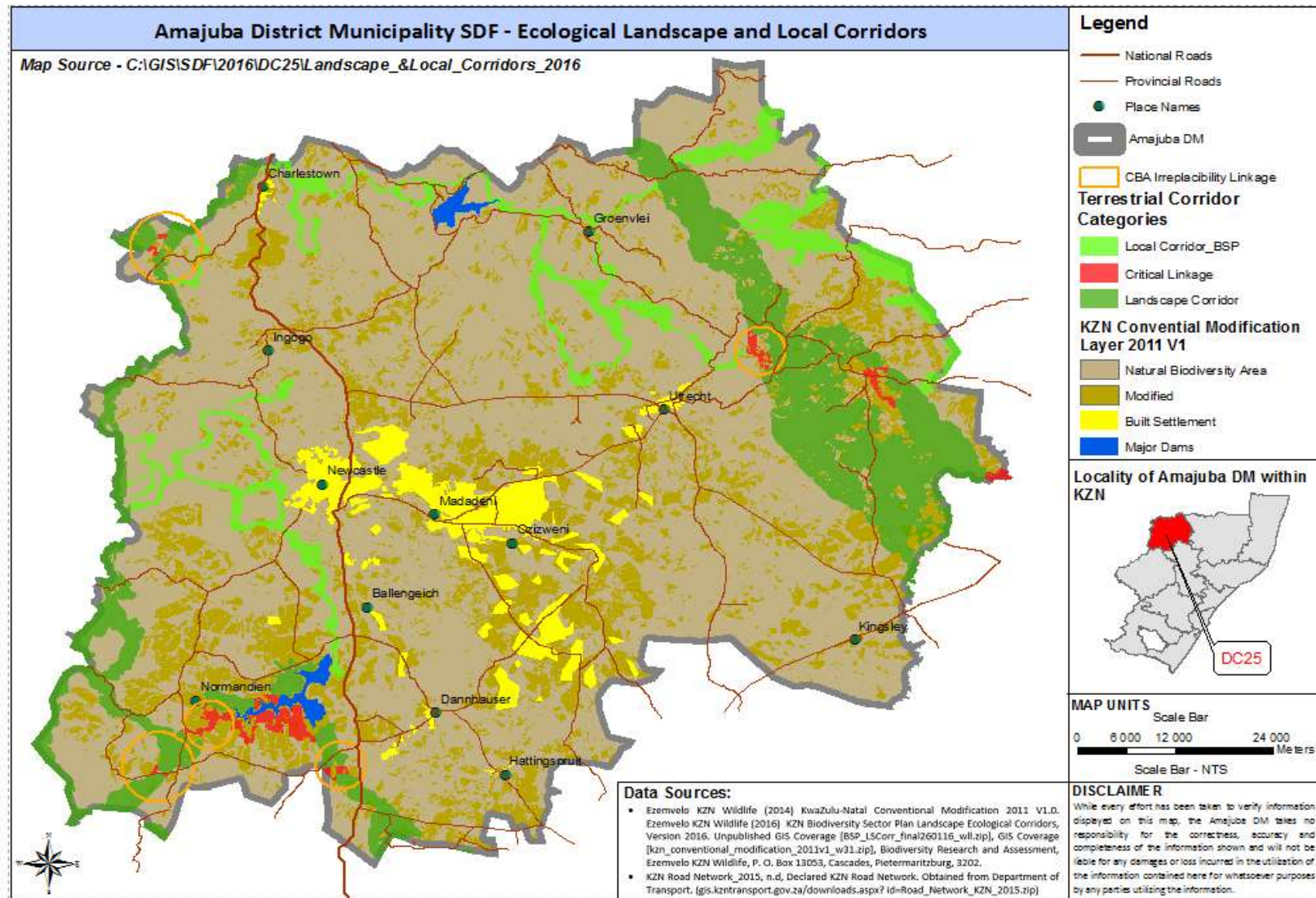


DGDP Catalytic Projects

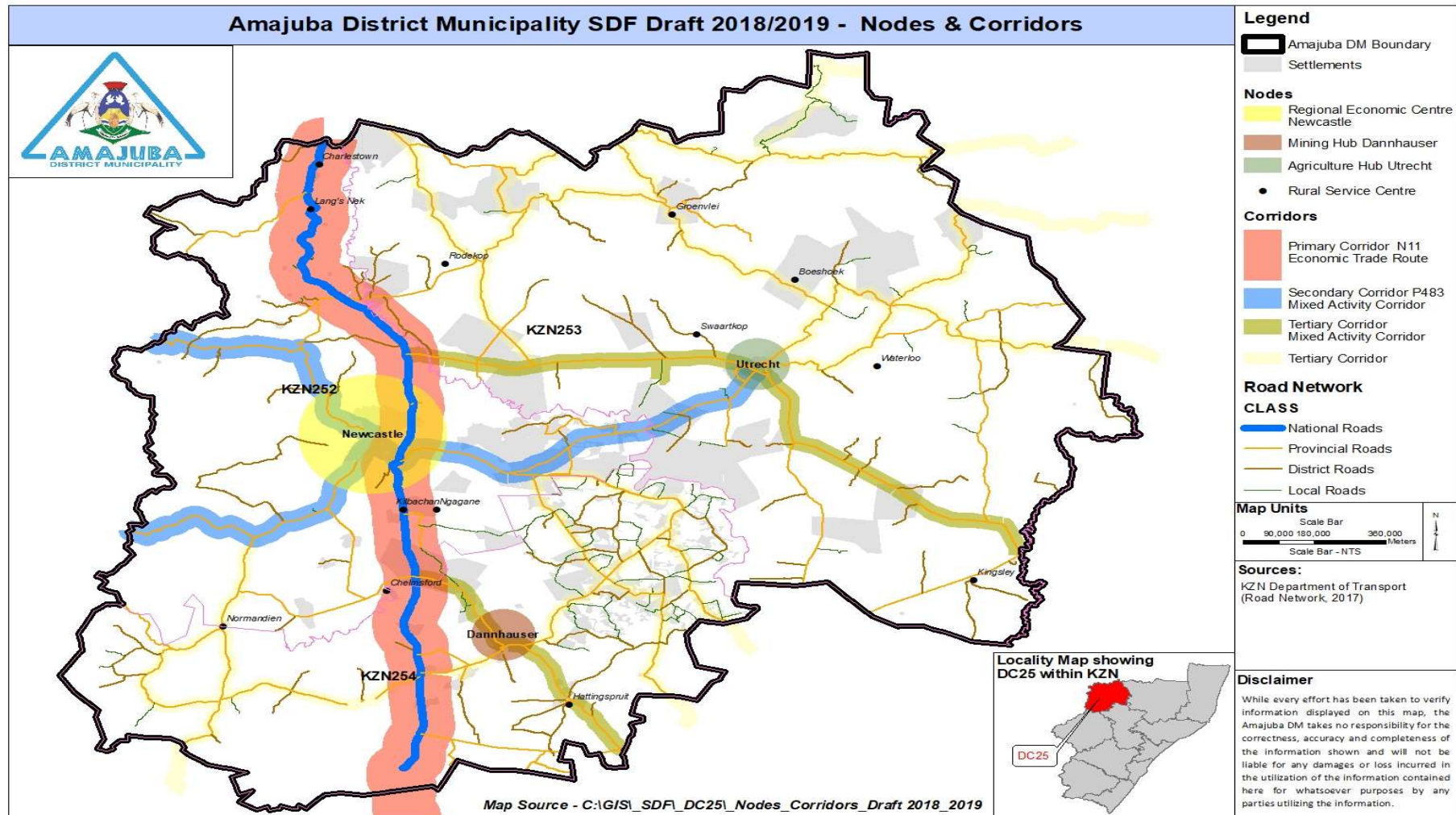




## Amajuba Ecological Landscape

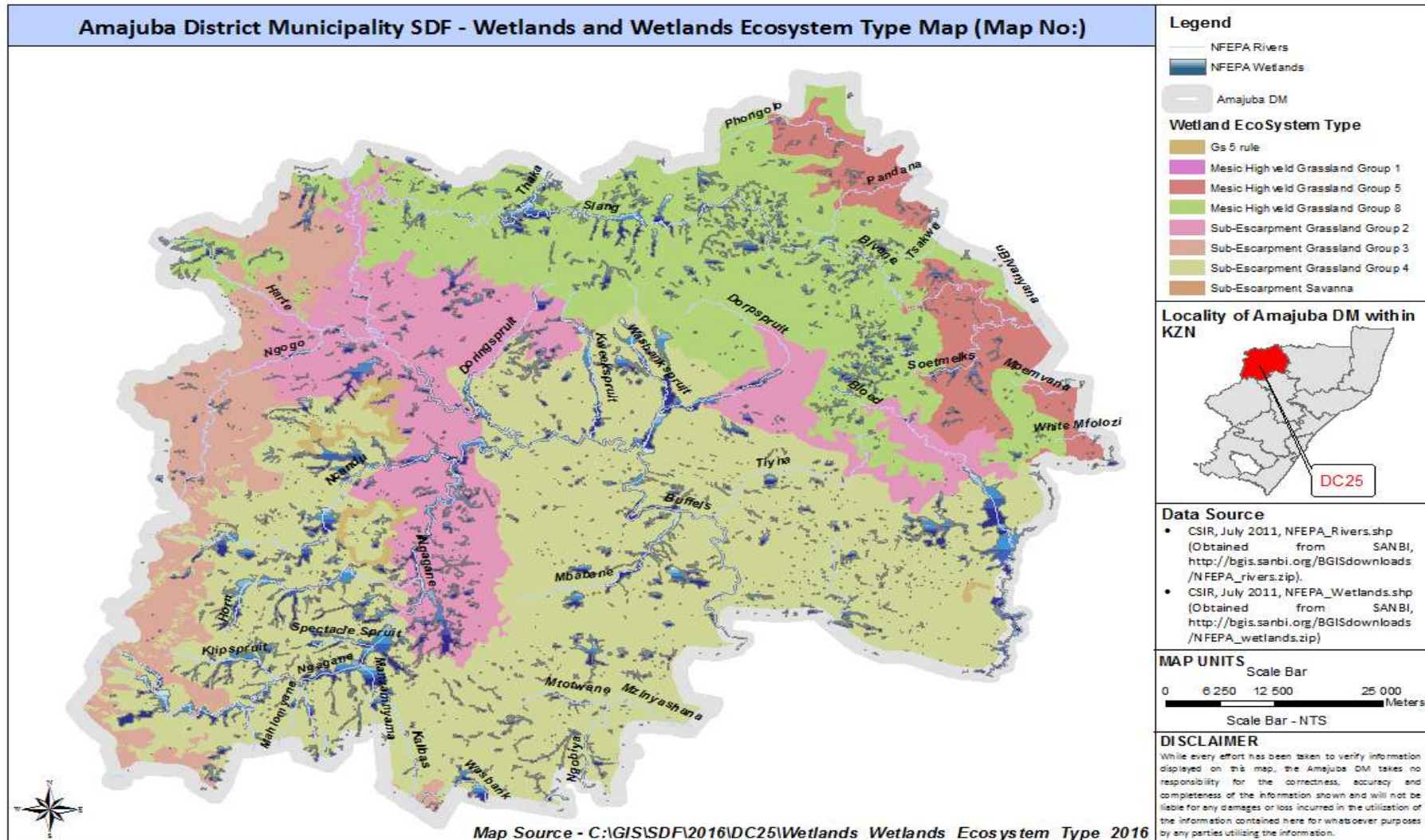


Amajuba Draft SDF





## Amajuba Wetlands



## 11 Sector Plans

All sector plans referred hereto in this section are available as electronic documents. These sector plans can be provided by the municipality electronically upon request alternatively the municipal website has the Annexures mentioned below.

Municipality	Status				Date adopted	Implementation Status	Date of Next review
	In Place/Not in Place	Under Review	Completed	Not Completed			
Integrated Waste management plan							
Amajuba DM	Outdated	Yes		Yes			
Newcastle LM	No						
Dannhauser LM	Yes	Yes	Yes			Waiting for Council Approval	
Emadlangeni LM	No						
Air Quality Management Plan							
Amajuba DM	Yes	Draft					
Newcastle LM	Not applicable	N/A	N/A	N/A			
Dannhauser LM	Not applicable	N/A	N/A	N/A			
Emadlangeni LM	Not applicable	N/A	N/A	N/A			
Climate Change Response Strategy							
Amajuba DM	Draft Form						
Newcastle LM							
Dannhauser LM	No						
Emadlangeni LM							
Water and Sanitation Development Plan							
Amajuba DM	Yes	Yes					
Newcastle LM	Yes	Yes					

INTEGRATED DEVELOPMENT PLAN 2018/19  
AMAJUBA DISTRICT MUNICIPALITY

Municipality	Status				Date adopted	Implementation Status	Date of Next review
	In Place/Not in Place	Under Review	Completed	Not Completed			
Dannhauser LM	Not applicable						
Emadlangeni LM	Not Applicable						
<b>Spatial Development Plan</b>							
Amajuba DM	Yes	Yes			30 May 2017	Implemented	30 May 2018
Newcastle LM	Yes	Yes			31 June 2017	Implemented	31 June 2018
Dannhauser LM	Yes	Yes			31 June 2017	Implemented	31 June 2018
Emadlangeni LM	Yes	Yes			31 June 2017	Implemented	31 June 2018
<b>Disaster Management Plan</b>							
Amajuba DM	Yes						
Newcastle LM							
Dannhauser LM	Yes	Yes				Waiting for Council Approval	
Emadlangeni LM							
<b>Environmental Management Framework</b>							
Amajuba DM	Not in place	Yes				Under review to be completed by 31 Aug 2018	
Newcastle LM	Yes						
Dannhauser LM	No						
Emadlangeni LM							
<b>Local Economic Development Plan</b>							
Amajuba DM	Yes	Yes					
Newcastle LM	Yes						
Dannhauser LM	Yes						
Emadlangeni LM	Yes						

INTEGRATED DEVELOPMENT PLAN 2018/19  
AMAJUBA DISTRICT MUNICIPALITY

Municipality	Status				Date adopted	Implementation Status	Date of Next review
	In Place/Not in Place	Under Review	Completed	Not Completed			
Tourism Plan							
Amajuba DM	Yes	No			2012	Due for review – no funds available for implementation	2018
Newcastle LM							
Dannhauser LM	Yes	Yes				Waiting for Council approval	
Emadlangeni LM							



## 12 Annexures

All sector plans referred hereto in this section are available as electronic documents. These sector plans can be provided by the municipality electronically upon request alternatively the municipal website has the Annexures mentioned below.

### 12.1 Spatial Development Framework

Please see attached Annexure A

### 12.2 Local Economic Development Plan

Please see Annexure B

### 12.3 Water Services Development Plan

Please see attached Annexure C

### 12.4 Environmental Management Plan

Please see attached Annexure D

### 12.5 Amajuba DM Public Transport Plan

Please see attached Annexure E

### 12.6 Electricity Supply Development Plan – Old Version

Please see attached Annexure F

### 12.7 Strategic Information Technology Plan

Please see attached Annexure G

### 12.8 Integrated Waste Management Plan

#### Background

In South Africa, waste management has traditionally been undertaken on an ad hoc basis to meet community's immediate needs without any significant preplanning. A number of waste disposal sites were located on unsuitable land, without consideration for the possible expansion of nearby communities. Furthermore, communities were not involved in the siting of new waste disposal sites and consequently resisted these developments. These problems have resulted from a lack of integrated planning and adequate enforcement of buffer zones. The management and operation of landfill sites was, and in some cases still is, poor with inadequate control of the waste types disposed (DEAT – May 2000).

The local authorities often did not have sufficient funding, nor adequately trained staff to effectively plan and execute their waste management functions. The level of services varies between different areas, and many people, particularly the previously disadvantaged, do not have access to proper waste management services. The lack of capacity within all tiers of Local and Provincial government, due to insufficient funding, as well as the low priority previously accorded to waste management, has made planning for waste management complicated (DEAT – May 2000). This waste management plan was compiled in 2010 and no review has been done to date, it will be budgeted for the 2013/14 financial year.

#### Project Scope

SiVEST was appointed by the Amajuba District Municipality, to compile an Integrated Waste Management Plan (IWMP). The overall objective of the IWMP is to integrate waste management of the District where possible with the services offered in adjacent Local Municipalities. The main aims for the project are;

- Compile a district level Integrated Waste Management Plan, taking into account existing systems and practices in effect within each of the Local Municipalities,
- Draw attention to existing practices which impact on pollution avoidance, prevention and minimization at source within the District Municipality,
- Make appropriate recommendations to manage the impact of pollution and waste on the receiving environment in the District Municipality,
- Assess whether waste management takes place in a holistic, integrated and comprehensive manner throughout the wastes life cycle,
- Identify, with the assistance of each LM, areas of opportunity / need in previously un-served rural communities that will need to be considered for possible implementation of waste service delivery.
- Align the District IWMP with the Districts IDP process.

The completed, District IWMP will comprise four (4) phases, these include:

Phase 1: Status Quo Assessment

Phase 2: Gap Analysis and Needs Assessment

Phase 3: Development & Evaluation of Alternatives and Scenarios

Phase 4: Development of an Implementation Strategy

A summary of the scope of works agreed to and covered in each of the above phases is provided below:

#### *Status Quo Assessment*

A status quo assessment would be compiled for each of the Local Municipalities in the project area. This would include the following activities:

- Relevant legislation and policies relevant to waste management
- Project area demographics
- Waste quantities and characteristics
- Existing waste management systems and practices
- Determine existing infrastructure at the municipality
- Existing Private Recycling Initiatives
- GIS Mapping of waste management areas.

#### *Gap Analysis, Needs Assessments, Objectives*

The previous status quo report will be analysed for GAPS and Needs in the following areas;

- Legislation provisions
- Collection needs
- Transportation and transfer

- Recycling and re-use needs
- Waste disposal site requirements
- Institutional and organizational needs
- Socio and Economic Issues
- Develop and Prioritize Goals, objectives and policies

The following activities will form the basis of the Alternative Scenario report;

- Collection Actions
- Transportation Actions
- Disposal options with costing
- Recycling and minimization
- Other considerations

#### *Development of an Implementation Strategy –This Report*

The following activities will form the basis of the Implementation Strategy report:

- Responsibilities for the organization, planning and implementation of the IWMP
- Incorporation of the IWMP in to the IDP
- Project implementation program
- Partnerships
- An appropriate public participation program
- Financial management and funding mechanisms
- Legal aspects required and
- A suitable monitoring and review program.

#### Alternatives and Scenarios Identified

Alternative Action items are required to meet each of the OBJECTIVE Gap and Needs identified for the District in the Volume 2 report. Therefore, Alternative Action items were developed by work-shopping the Objective GAP and NEEDS (from the Volume 2 report) that needed to be addressed within each municipality. Consequently, these Alternative Actions are the 'wish list' or preferred Scenario options as a way forward for each of the municipalities interviewed. These Alternative Actions were also developed with the technical personnel (personnel responsible for waste service delivery) from each municipality and consequently should therefore be implementable by each municipality. The Alternative Actions are also financially viable within the overall timeframes supplied by municipal personnel, where budget will be made available or motivated by the responsible department in each municipality.

This procedure above represents a deviation from the KZN DAEA IWMP Guideline Document (2003), in that a set of alternatives to meet the requirements of the GAP and NEEDS analysis phase was not developed independently of each municipality. The Alternative Actions described below are however the result of an iterative work-shopped process (see Section 5.3 of KZN DAEA IWMP Guideline Document (2003)) with each municipality and culminate in what are the preferred Scenario for the District. The Preferred Scenario described in this document, which is also the product of this process with each municipality, is also the ultimate objective of the KZN DAEA IWMP Guideline Document. Therefore the Alternative Actions will not be subjected to an assessment (financial / environmental / technical) because these Alternative Actions are the culmination of a process with each of the local municipalities.

The above approach to the project was undertaken in order to meet the requirements of a District IWMP, where the level of detail required is of a strategic nature. Unfortunately, none of the local municipalities had developed an IWMP of their own, and therefore this approach sought to address the GAPS and NEEDS identified for each municipality, while taking into account a wish list of implementable Alternative Actions, that were within the foreseen budget and technical feasibility of each local municipality.

Where a single Alternative Action item is indicated in the Alternative Action item table, this will normally be a requirement of national policy or legislation for the GAP and NEEDS objectives to be met. However, a number of Alternative Actions may have been identified indicating a logical sequence i.e. the municipality will need to first develop policy and then bylaws to address a particular Objective.

#### CRITICAL ACTION ITEMS to be addressed by each municipality

The following Critical Action Items (for the first year only are described below) need to be addressed by each of the municipalities in the implementation of the IWMP. The reference provided after each bullet point relates to the No Reference in the Appendices Tables. These include:

##### Newcastle Local Municipality

##### Critical Action Items:

1. The Newcastle landfill is to close due to permit restrictions. The municipality must investigate possible extension of the sites permit. At the same time investigations in to the establishment of an alternative site at Ingogo need to commence (includes all prelim studies, capital expenditure for infrastructure on site etc). Regional site to be investigated in conjunction with District Municipality. This site to service Utrecht and northern areas of Dannhauser local municipality (see No 18, No 40).
2. RE-Ethical Engineering have been appointed to establish a plant at the Newcastle landfill site. The plant will make a provision to remove recyclable materials from the waste stream coming to the landfill through a mini recycling facility (MRF), install a composting plant at the landfill, initiate a landfill gas to energy project (on remaining waste and also the CDM component of Gas to energy), RE-Ethical will also rehabilitate the existing landfill site. This project could potentially reduce total waste being landfilled and therefore extend the life of the site further. The details of this implementation are still being finalised to meet the requirements of National Treasury as this is a long-term contract (PPP) (No 18).
3. A need for ongoing training of staff at landfill in terms of what waste can be accepted (No 7).
4. Basic requirements as relates to DWAF Minimum Requirements Series for the operation of the site (see No 19).
5. Community services department to provide an input into planning process for the municipality. Therefore input waste Departments requirements in to Development planning applications (No 40).
6. Municipality to engage in a general review of tariffs for the services provided (No 39).
7. Commence with the registration of waste operators / transporters (No 38).
8. Establish functioning WIS in order to feed back to DM (No 36).
9. Commence implementing FBRR (No 35).
10. Adopt provisions of IWMP (No 33 and 23).
11. Report on implementation of the IWMP (No 34).
12. Appoint a waste officer in terms of legislation (No 32).
13. Review waste management bylaws (No 21).
14. Repairs Weigh Bridge (No 20).

##### Dannhauser Local Municipality

##### Critical Action Items:

1. Follow up on the permitting process for the recently commissioned landfill site with DAEARD / DEA as a matter of urgency, as this site is operating illegally as pointed out by DAEARD. Provision must be made to monitor groundwater and have the engineering design approved. This must be actioned by the municipality. There is no other landfill site in the municipality, and the proposed life span of the Dannhauser site is approximately 27 years. This potential may not be realised if the site remains un-permitted.
2. Appoint a waste officer in terms of legislation (No 73).

3. Adopt provisions of IWMP (No 33 and 66).
4. Report on implementation of the IWMP (No 74).
5. Local contractor to be engaged to remove kerb side waste once per week to skips at the bus / rank station ward 7 (KwaMdakane) (no 54)
6. Commence implementing FBRR (No 76).
7. Establish functioning WIS in order to feed back to DM (No 77).
8. Commence with the registration of waste operators / transporters (No 78).
9. Community services department to provide an input into planning process for the municipality. Therefore, input waste Departments requirements in to Development planning applications (No 80).
10. Sign post landfill (no 61).
11. Commence with the establishment of recycling drop off centres (no 56) Emadlangeni Local Municipality

Critical Action Items:

1. Ensure operations on site are in accordance with Minimum requirements series (No 100). This is currently not taking place and a number of infractions of these requirements are occurring. The Emadlangeni LM must engage with the DAEARD / DAE on the future of the site.
2. Obtain clarity as to the fate of existing landfill site through consultation with DAEARD (No. 95).
3. Institute procedure to accurately record weight / mass of waste being dumped at landfill.(No 97).
4. Municipality to develop waste management bylaws (No 101).
5. The municipality to adopt provisions of the Amajuba IWMP (See S12.1 of the Waste Act) (No 108).
6. The municipality to designate waste officer (No 110).
7. Municipality to forecast costs associated with providing a FBRR service (No 114).
8. District Municipality to establish and manage WIS database to collect and disseminate information on waste generation activities in the District as per requirements of the Waste Act (No 116).
9. Municipality is to consider reviewing existing tariffs for waste management services provided in order to raise more money for these services (No 117).

Amajuba District Municipality

Critical Action Items:

1. District Municipality to act as lead agent in gazetting a Regional Waste disposal site to serve primarily Emadlangeni and Newcastle municipality. Provision for Dannhauser less critical as Municipality has capacity for 27 years. However where possible, Northern area of Dannhauser (wards 8, 9, and 10) to be considered to be serviced by regional site.
2. The District municipality to designate a waste officer to coordinate Waste Management functions in the district. Local Municipal waste officers to coordinate with District on issues such as WIS, recycling, policy implementation, implementation of IWMP,
3. District to report on the implementation of the IWMP to province.
4. District Municipality to commission study on standards for the management of waste to be implemented in the district
5. District municipality to conduct recycling study to understand quantities of recyclable waste being generated in the District and develop policy for recycling. Study to set waste recovery targets based on potential amounts of recoverable waste, and indicate how to involve schools, clinics and in the district.
6. District Municipality to establish and manage WIS database to collect and disseminate information on waste generation activities in the District as per requirements of the Waste Act (No 32).

7. District to assist in facilitating creation of planning forum to co-ordinate EIA's, IDP and proposed developments is to be established to ensure that they conform with waste management requirements.

#### INDIGENT SUPPORT

No indigent support is being currently provided by the ADM in this regard.

### 12.9 Air Quality Management Plan

This Plan is currently being developed with funding from DEA – Please see Annexure H

### 12.10 Tourism Development Plan

Please see attached Annexure I

### 12.11 Draft District Rural Development Plan

Please see attached Annexure J

### 12.12 Investment Promotion and Facilitation Strategy

Please see attached Annexure K

### 12.13 HIV/Aids Sector Plan

Please see Attached Annexure L

### 12.14 Draft Climate Change Response Plan

Please see attached Annexure M

### 12.15 Draft Amajuba District Growth & Development Plan

Please see attached Annexure N

### 12.16 Amajuba DM – Environmental Profile

Please see attached Annexure O

## 13 Appendices

13.1 Annual Report 2016/17 – Amajuba DM

13.2 Annual Performance Report 2016/17 – Amajuba DM

13.3 Annual Performance Report 2016/17 - Uthukela Water (Pty) Ltd

13.4 Amajuba Annual MTREF Budget 2018/19

13.5 Back 2 Basics Report

13.6 Implementation Plan (Turn Around Strategy) – 2018/19

13.7 Draft Service Delivery and Budget Implementation Plan 2018/19

Draft not finalized not attachments available